

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

(Affiliated Colleges)

REVISED REGULATIONS

(For Regular Students Studying in Affiliated Colleges / Institutes of S.V.University, Tirupati)

(To come into effect from the academic year 2009-10)

1. GENERAL INFORMATION

(i) Program – Course

- The program consists of a number of courses
- A course is a paper of the program
- A course may involve, Lectures / tutorials / Lab work / Seminar / Case Studies / Group discussion / Role playing / project / practical training
- A course length is usually 15 lecture weeks
- Each course is given a code

(ii) Classification of courses:

The various courses offered to students are of two types:

(a) Core Course:

Core courses are those, knowledge of which is essential for students registered. These courses are mandatory.

(b) Elective Courses:

An elective allows students to gain knowledge in areas where the concerned subject has applications.

(iii) Semesters: An academic year is constituted into two semesters.

- Odd semesters are conducted from August to December, with fifteen lecture weeks.
- Even semesters are conducted from January to April with fifteen lecture weeks.
- No preparatory holidays for semester-end examinations. Next semester starts immediately after the end of previous semester end examinations. Semester-end examinations are conducted every working day without gap between two examinations.

2. Eligibility for admission into Two Year Degree of Master of Business Administration (M.B.A)

The candidates seeking admission into the MBA Programme should have Passed the Bachelor Degree Examination of a minimum of Three Years duration of this University or an examination recognized by this University as equivalent thereto and besides to have passed in the prescribed entrance examination, and fulfil any other conditions as in vogue for admission into the M.B.A Degree programme.

3. For passing the MBA Degree examination, the candidate has to fulfill the conditions

Prescribed hereunder:

a) The candidate has to undergo a course of study in the affiliated College/ institutes Extending over a period of two academic years, each academic year consisting of

two semesters .

b) The First Year comprises of two semesters and each semester contains eight common courses. The Second Year also has two semesters and each semester contains five common courses and three electives. Details of course structure and evaluation, are given in Annexure – I

c) At the end of fourth semester a comprehensive viva- voce examination will be conducted on the courses covered in MBA programme by a panel of examiners. The panel

consists of a minimum of one internal examiner from the Department of Management Studies, Sri Venkateswara University and one external examiner. The Viva-Voce

examination carries a maximum of 100 marks. In case of failure of the candidate in the Viva-voce examination, he / she has to reappear along with the regular candidates

when the Viva- voce examination is held for the concerned semester.

d) As a part of second semester-end examinations there shall be Communication and Computer Lab

examination covering the courses on communication and computers. The examination shall

be conducted by a panel of examiners, consisting of at least two faculty, a faculty drawn

from the Dept. of Management Studies of the University and an external faculty. This lab

examination carries a maximum of 100 Marks. In case of failure of the candidate in

the lab examination, he / she shall appear for the computer lab examination along with

the regular candidates when the lab examination is conducted.

4. Industrial Training and Project Work:

(i) Each student must undergo internship in any one of the reputed corporate industrial establishments for a period, not less than eight weeks but not more than 10 weeks in between II and III semesters.

(ii) Each candidate shall do the project work under the supervision of a facultyguide

allotted to him/her. In the corporation where the candidate undertakes project work,

he/she must have a supervising guide to look after the progress of his/her work in

the company. He/she must maintain a diary during his/her stay in the company which will be

submitted to the Head of the Department.

(iii) The candidate must give joining report in the organization by producing a letter issued by the Head of the Department. On completion of the training, the candidate must get relieving certificate and a certificate for bonafide work, which are to be submitted to the Head of the Department.

(iv) The internship envisages submission of dissertation (Code No. 304 of III semester) which carries a maximum of 100 marks including 30 marks for sessionals. The dissertation shall be valued for 70 marks by an internal examiner and an external examiner separately. During the III semester, the candidate has to present one seminar on his/her topic for evaluation by the faculty.

5. Medium of instruction in English Only.

6. Scheme of Examination:

There shall be four semester-end examinations spread over two academic years. Each course carries a maximum of 100 marks including 30 marks for sessionals. Duration of the semester-end examination is 3 hours for each paper of 70 marks and two hours for each paper of 30 marks. The sessional marks will be assigned on the basis of tests, quizzes, seminars, carry home assignments, etc., by the concerned teacher. The Question paper structure for University Examination is given in Annexure – II.

7. Attendance:

- 7.1 Regular course of study, in a semester, means a minimum average attendance of 75% in all the papers computed by totaling the number of periods of lectures, tutorials, practical and project as the case may be, held in every paper as the denominator and the total number of periods attended by the student in all papers, as the numerator.
- 7.2 However, a student has to put in a minimum attendance of 50% in each subject, in addition to the condition laid down in clause 7.1.
- 7.3 No consideration whatsoever in attendance will be shown to any student for late admission due to any reason.
- 7.4 Condonation of shortage of attendance may be recommended provided a student puts in at least 62.5% attendance, in all the papers put together as calculated in clause 7.1 above, along with a minimum of 50% attendance in each subject as stated in clause 7.2, and provided the Principal is satisfied with the reason for shortage of attendance.
- 7.5 A student who could not satisfy these requirements of attendance as given in clauses above, in any semester, shall have to repeat that semester.

7.6 A certificate of satisfactory attendance must be submitted by the student from the organization where he/she undertakes Project Work.

7.7 Further, a student is required to complete the course of study satisfying the attendance requirements in all the four Semesters, within a period of first Eight Semesters from the time of admission, failing which he/she shall forfeit his /her seat.

7.8 A student, who has satisfied the minimum attendance requirements in any semester, may repeat that semester after obtaining written permission from the Principal and cancelling the previous record of attendance and sessional marks of that semester. However, this facility may be availed by any student not more than twice during the entire course of study and the entire course of study shall be within the first Eight Semesters as stipulated in clause 7.7.

8. Promotion:

A candidate who has put in the required minimum attendance as stipulated in Clause No.7 and has registered for the semester-end University examination by paying the required examination fee is eligible for promotion to next semester. There shall be no detention of failed candidates or candidates who are absent for the semester-end University examination.

9. Evaluation:

There shall be both Internal and External evaluation for the semester-end examinations, including Project Report.

10. Qualifying Marks for Pass

- a) i) A candidate appearing for the first time for the Examinations of any semester, shall register for the examinations of all courses of that Semester. A candidate shall be declared to have passed the whole or a part of the whole examination if he/she secures not less than 40% of marks in each theory paper/practical/project report in Semester-end University Examination and not less than 40% marks in Internal Assessment and Semester-end Examination put together.
- ii) To pass, the candidate has to obtain a minimum of 40 marks out of 100 marks in VIVA-VOCE examination/ Communication and Computer Lab examination.
- b) A candidate who fails to get pass marks for the Project report should submit the revised report along with the next batch of students.

11. Classification of successful candidates:

The classification will be on the basis of the total marks obtained by the candidate in all the semesters put together and will be classified as follows:

- i) A candidate who secures 60% and above of total (aggregate) marks will be placed in FIRST CLASS.
- ii) A candidate who secures 50% and above but less than 60% of total (aggregate) marks will be placed in SECOND CLASS.
- iii) A candidate who secures 40% of marks or above but less than 50% of total (aggregate) will be placed in THIRD CLASS.

12. Award of Ranks:

Candidates who passed the examinations of all the Four Semesters for the degree at the first appearance in all Four Semesters shall be ranked in order of merit. The candidates who have taken supplementary examinations shall also be eligible for classification but they shall not be considered for the award of rank. Ranks shall be awarded for the top three students or 10% of the total strength of the students appeared for the Four Semester end examinations.

13. Supplementary Examination:

There shall be no supplementary examinations. The failed candidate shall appear again for the examinations along with the regular candidates of next batch as per the syllabus and regulations in vague. The candidates shall complete all the examinations within five years after joining MBA programme. No examination shall be conducted for the candidates after five years.

14. Improvement:

The candidates are permitted to improve their marks/class by taking Semester-end examinations in one or more papers as per the existing regulations and syllabi. Once a candidate had appeared for examinations for improvement of marks/class, the marks/class in the earlier examinations of the respective course(s) shall automatically get cancelled.

Note: The candidates shall be permitted to improve their marks within a period of four years from the date of admission into First Semester.

15. Transitory Provision:

- a). For candidates who studied the M.B.A. Degree Course under previous regulations and syllabus, and who could not pass some or all the courses (papers) shall be permitted to take examinations under old regulations and syllabus for three more times after the last regular examinations of the concerned subject (s).
- b) Candidates who satisfied the minimum attendance requirements in any semester under Old Regulations, but who are yet to pass some papers even after three chances as stated in 14.(a), shall appear for the equivalent papers under Revised Regulations, as specified by the Chairman of the Board of Studies.

16. The university shall have the right to amend or modify or revise any of the above regulations whenever necessary.

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Annexure – 1 Semester – I

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
101	Management and Organisational Behaviour	30	70	3 Hrs	100
102	Management Communication	30	70	3 Hrs	100
103	Managerial Economics	30	70	3 Hrs	100
104	Accounting for Managers	30	70	3 Hrs	100
105	Data Analysis Methods	30	70	3 Hrs	100
106	Quantitative Techniques	30	70	3 Hrs	100
107	Information Technology	30	70	3 Hrs	100
108	Personality Development	20	30	2 Hrs	50

Semester – II

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
201	Management Information System	30	70	3 Hrs	100
202	Human Resources Management	30	70	3 Hrs	100
203	Marketing Management	30	70	3 Hrs	100
204	Financial Management	30	70	3 Hrs	100
205	Production Management	30	70	3 Hrs	100
206	Business Environment	30	70	3 Hrs	100
207	Operations Research	30	70	3 Hrs	100
208	Interpersonal Skills and Team Building	20	30	2 Hrs	50
209	Communication and Computer Lab		100		100

Semester – III

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
301	Management of Technology & Innovation	30	70	3 Hrs	100
302	Entrepreneurship	30	70	3 Hrs	100
303	Computer Applications	30	70	3 Hrs	100
304	Project Seminar & Report	30	70	3 Hrs	100
305	Career Planning and Development	20	30	2 Hrs	50

ELECTIVES/ SPECIALISATIONS (Any three Elective courses to be chosen)

Marketing Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
311	Consumer Behaviour & Relationship Marketing	30	70	3 Hrs	100
312	Marketing Research	30	70	3 Hrs	100
313	Promotion Management	30	70	3 Hrs	100
314	Product & Brand Management	30	70	3 Hrs	100
315	Distribution and Supply Chain Management	30	70	3 Hrs	100
316	Sales Management	30	70	3 Hrs	100
317	Marketing of Hospitality Services	30	70	3 Hrs	100
318	Marketing of Health Care Services	30	70	3 Hrs	100

Finance Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
321	Indian Financial System	30	70	3 Hrs	100
322	Working Capital Management	30	70	3 Hrs	100
323	Management of Financial Services	30	70	3 Hrs	100
324	Security Evaluation and Investment Strategy	30	70	3 Hrs	100
325	Management Control Systems	30	70	3 Hrs	100
326	Bank Management	30	70	3 Hrs	100

HRM Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
331	Counselling	30	70	3 Hrs	100
332	Management of Industrial Relations	30	70	3 Hrs	100
333	Performance and Reward Management	30	70	3 Hrs	100
334	Human Resource Planning	30	70	3 Hrs	100
335	Employee Legislation	30	70	3 Hrs	100
336	Training for Development	30	70	3 Hrs	100

Systems Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
341	Systems Analysis and Design	30	70	3 Hrs	100
342	Data Base Management Systems	30	70	3 Hrs	100
343	Decision Support Systems	30	70	3 Hrs	100
344	Expert Systems and Artificial Intelligence	30	70	3 Hrs	100
345	Software Testing	30	70	3 Hrs	100
346	Software Engineering	30	70	3 Hrs	100
347	Logistics Management	30	70	3 Hrs	100

Semester – IV

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
401	Strategic Management	30	70	3 Hrs	100
402	International Business Management	30	70	3 Hrs	100
403	Business Laws	30	70	3 Hrs	100
404	Organisation Development	30	70	3 Hrs	100
405	Presentation Skills	20	30	2 Hrs	50
406	VIVA VOCE (Comprehensive Viva covering all the subjects of all Semesters including Project work)		100		100

ELECTIVES/ SPECIALISATIONS (Any three Elective courses to be chosen)

Marketing Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
411	Insurance and Bank Marketing	30	70	3 Hrs	100
412	Rural Marketing	30	70	3 Hrs	100
413	International Marketing	30	70	3 Hrs	100
414	Retail Marketing	30	70	3 Hrs	100
415	Industrial Marketing	30	70	3 Hrs	100
416	Agricultural Marketing	30	70	3 Hrs	100

Finance Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
421	Mergers and Acquisitions	30	70	3 Hrs	100
422	Risk Management & Insurance	30	70	3 Hrs	100
423	Financial Engineering	30	70	3 Hrs	100
424	International Financial Management	30	70	3 Hrs	100
425	Financial Derivatives	30	70	3 Hrs	100
426	Portfolio Management	30	70	3 Hrs	100

HRM Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
431	HR Accounting and Audit	30	70	3 Hrs	100
432	Stress Management	30	70	3 Hrs	100
433	Change Management	30	70	3 Hrs	100
434	Global Human Resource Management	30	70	3 Hrs	100
435	Leadership Development	30	70	3 Hrs	100
436	Human Resource Development	30	70	3 Hrs	100

Systems Area:

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
441	Systems Control and Audit	30	70	3 Hrs	100
442	Distributed Intelligence	30	70	3 Hrs	100
443	Data Mining and Data Warehousing	30	70	3 Hrs	100
444	Enterprise Resource Planning	30	70	3 Hrs	100
445	Data Communication and Network Analysis	30	70	3 Hrs	100
446	E- Business	30	70	3 Hrs	100
447	Customer Relationship Management	30	70	3 Hrs	100

ANNEXURE – II

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

- Each Course examination (other than courses 108,208,305 and 405) shall have a maximum of **70 Marks** and the examination shall be of **3 Hrs** duration.
- The question paper shall have **two** parts viz. Part- A and Part-B.

PART-A (5X10=50 Marks)

Descriptive Type questions, each question carries 10 Marks.

1. (a)
Or
(b)
2. (a)
Or
(b)
3. (a)
Or
(b)
4. (a)
Or
(b)
5. (a)
Or
(b)

PART-B (20 Marks)

Case Analysis

STRUCTURE OF THE QUESTION PAPER FOR COURSES 108,208,305 and 405

- Each course examination (Semester end) shall have **30 marks** and the examination shall be **2 Hrs** duration.
- There shall be **three descriptive type questions**. All questions carry equal marks.

1. (a)
or
(b)
2. (a)
or
(b)
3. (a)
or
(b)

101 – Management and Organisational Behaviour

UNIT – I

Introduction to Management – Principles of Management – Functions of management – Decision making process/ Social responsibility of management – Ethics in management..

UNIT – II

Introduction to OB – Learning – Personality – Perception – Attribution.

UNIT – III

Motivation – Communication – Leadership – Group dynamics – Power, Politics, and conflict.

UNIT – IV

Organisation Culture – Organization change and development – organization structure and organization design.

UNIT – V

Managing stress – Emergence of international management – Interpersonal processes in international context.

References:

1. John L. Pierce : **Management and Organisational Behaviour** (Cengage)
2. Jit S Chador: **Organisation Behaviour** (Vikas)
3. Fred Luthans: **Organisation Behaviour** (McGraw Hill)
4. Stephen P Robbins: **Organisation Behaviour** (Pearson)
5. Paul Hersey and Ken Blanchard: **Management of Organisation Behaviour** (Prentice Hall)
6. Hellriegel, Slocum and Woodman: **Organisation Behaviour** (South Western)
7. Weihrich, Cannice & Koontz: **Management** (Tata McGraw Hill)
8. Gregory Moorhead and Ricky W. Griffin: **Organizational Behavior** (Jaico)
9. Robin Finchan and Peter Rhodes: **Organizational Behaviour** (Oxford)
10. J. Prakash Reddy, Management and: **Organizational Behaviour** (Himalaya)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

102 – Management Communication

UNIT – I

Communication – Meaning – Communication cycle – Process – Theories and Models of communication – characteristics of successful communication – Barriers to communication.

UNIT – II

Organisational communication – Principles for effective organisational communication – formal Vs informal communication – vertical and lateral channels – Interpersonal and intrapersonal communication – Communication technology.

UNIT –III

Oral communication – Non verbal communication – Listening – Telephone talks – Feedback – Presentation skills – conducting meeting and conferences.

UNIT –IV

Written communication – Reports – Effective report writing – Memos – Circulars – Minutes – e-mails – Employment Correspondence – proposals.

UNIT – V

Leadership communication – Transactional Analysis – Group communication – Johari window – Communication audit – Communication styles.

References:

1. Shirley Taylor :**Communication for Business** (Pearson)
2. Piyush Dhar Chaturvedi and Mukesh Chaturvedi : **Business Communication** (Pearson)
3. Krizan : **Effective Business Communication** (Cengage)
4. M. Ashraf Rizvi : **Effective Technical Communication** (McGraw Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

103 – Managerial Economics

UNIT – I: INTRODUCTION

The concept, nature and scope of Managerial Economics – Role and Responsibilities of Managerial Economist – The concepts of plant, firm and industry – objectives of the firm.

UNIT – II: Demand analysis

The concept of Demand, Demand Schedule, Demand Curve, Demand Function – Demand Determinants – Law of Demand Price, Income, Cross and Promotional elasticity of demand and their managerial uses – Demand Distinctions – Demand Forecasting; Sources of Data and Methods of Forecasting demand for established and new products or services.

UNIT – III: PRODUCTION, COST AND PROFIT ANALYSIS

Production Function – Returns to scale – Cost concepts and classification – Cost function – Break-Even Analysis – profit theories.

UNIT - IV: PRICING DECISIONS

Objectives of Pricing – Basic factors in pricing – Pricing under perfect, monopoly, oligopoly and monopolistic competitions – Price Discrimination – Multiple Product Pricing – Price control by Government – Pricing of new products – Pricing Methods.

UNIT - V: MACRO ECONOMIC ENVIRONMENT

National Income – Population – Business cycles – inflation – New Economic Policy of the Government of India.

References:

1. H.Criag Peterson,W.Cris Lewis :**Managerial Economics** (Pearson)
2. Paul G.Keat and Philit Y.Yound: **Managerial Economics** (Pearson)
3. D.M.Mithani: **Managerial Economics** (Himalaya)
4. Suma Damodaran: **Managerial Economics** (Oxford)
5. D.N. Dwivedi: **Managerial Economics** (Vikas)
6. P.L.Mehta: **Managerial Economics** (Sultan Chand)
7. Samuel C. Wabb: **Managerial Economics** (Cengage)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

104 – Accounting for Managers

UNIT – I

Accounting-Scope-Nature- Objectives-Principles-Concepts- Users of Accounting information- Classification of accounts - Journal – Ledger – Trial balance.

UNIT – II

Financial statements Capital and Revenue items – construction of Trading and Profit & Loss Account and Balance sheet – Accounting for intangible assets.

UNIT – III

Elements of cost – Classification of costs – Marginal costing – Activity Based costing.

UNIT – IV

Functional and Activity based budgeting – standard costing and variance analysis.

UNIT – V

Computerization of Accounts: Advantages – Disadvantages – Accounting information system – Use of Tally packages.

References:

1. Gupta R.L. and Radhaswamy M : **Advanced Accountancy** (Sultan Chand)
2. James .A. Hall: **Accounting Information Systems** (Cengage)
3. Maheswari S.N: **Advanced Accountancy** (Vikas)
4. Rama Chandran. N. and Ram Kumar k: **Financial Accounting for Management** (McGrah Hill)
5. Ambrish Gupta: **Financial Accounting for Management** (Pearson)
6. Don R.Hnsan and Maryanne M.Mowen :**Management Accounting** (Cengage)
7. Paresh Shah, Basic: **Financial Accounting for management** (Oxford)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

105 – Data Analysis Methods

UNIT – I

Qualitative and Quantitative data – Cross sectional and Time series Data : Data sources – Presenting data in Tables and Charts – Measures of Central tendency (Mean, Median and Mode) – Measures of Dispersion (Range, mean deviation, Standard deviation, Co-efficient of Variation).

UNIT – II

Introduction to Probability: Concepts and Definitions of Probability–Additive and Multiplicative theorems- Marginal, Conditional and Joint Probabilities – Bayes theorem and its applications.

Probability Distributions: Binomial- Poisson - Normal.

UNIT – III

Correlation - simple Linear Regression - Multiple Regression - Time Series Analysis - Index Numbers.

UNIT – IV

Basics of sampling–Random and Non-Random sampling methods – sample size determination – Test of significance for small and large samples (t-test, Z-test, Chi-square test) - One-way and Two-way Anova

UNIT – V

Non-parametric tests - Sign test, Median test–Signed Rank test - Mann-Whitney test, Kolmogorov Smirnov test, Kruskal Wallis Test.

References:

1. S.C.Gupta and V.K.Kapoor: **Fundamentals of Applied Statistics** (Sultan Chand)
2. Anderson, Sweeney& Williams: **Statistics for Business and Economics** (Cengage)
3. David M.Levine et al: **Business Statistics** (Pearson)
4. S.C.Gupta: **Fundamentals of Statistics** (Himalaya)
5. G.C. Beri: **Business Statistics** (McGraw-Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

106 – Quantitative Techniques

UNIT – I

Quantitative Methods – An overview, Definition of Quantitative Methods – Evolution of Quantitative methods – classification of quantitative methods – Advantages of quantitative methods – limitations of quantitative methods.

UNIT – II

Functions and its applications to business, limits of function and continuity, Differentiation, Maxima and Minima, Integration and its applications in managerial decisions.

UNIT – III

Progressions: Arithmetic and Geometric Progressions and their applications, Annuities and Present values.

UNIT – IV

Vectors and Matrices, Geometrical and Physical interpretation of vectors, Multiplication of Matrices, Inverse of Matrix, Rank of a Matrix and Matrix application in Management.

UNIT – V

Introduction to Interpolation and Extrapolation – Assumptions of Interpolation and Extrapolation – Applications of Interpolation and Extrapolation – Methods of Interpolation – the use of Interpolation in Financial Analysis.

References:

1. BSS Murthy, Venkateswara Rao & V.Krishna Murthy: **Intermediate Mathematics** (Chand)
2. N.Raghava Chari: **Mathematics of Management** (McGraw Hill)
3. B.S. Grewal: **Engineering Mathematics** (Khanna Publishers)
4. David R. Anderson : **Quantitative Methods for Business** (Cengage)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

107 – Information Technology

UNIT – I

Computer: Features – Applications – Generations – Types of Computers – Hardware and Software –Types of Software – Storage Devices – Data Representation for Computers.

UNIT – II

Computer networks: Types of Net Works–LAN–WAN–MAN–Network Topologies. Introduction to Internet – E-Commerce – E-Business – ERP Evolution and growth.

UNIT – III (WORD)

Word Processing – Basics – Common tools – Page Setup – Editing and Formatting – Tables – Charts – Macros – Mail Merge– Index– Printing.

UNIT – IV (POWER POINT)

Power Point: – Features – Slides – Slide Layouts – Design Templates– Slide Master– Animation – Timings – Action Buttons.

UNIT – V (EXCEL)

Basics – Formulae - Moving – Editing –Formatting – Charts – Naming of Charts – Hyperlink – Databases – Forms – Sort – Filter – Goal Seek– Scenarios – Solver – Functions – Pivot Table and Chart.

References:

1. ITL Education: **Introduction to Computer Sciences** (Pearson)
2. Effy OZ: **Management Information Systems** (Cengage)
3. Deepak Bharihoke: **Fundamentals of Information Technology** (Excel)
4. Microsoft Corporation: **Microsoft office Resource Kit**, (Prentice Hall.)
5. Sanjay Saxena: **MS Office 2000 for Everyone** (Vikas)
6. Alexis Leon and Mathews Leon: **Introduction to Computers with MS-Office 2000** (Mc Graw Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

108 – Personality Development

UNIT-I

Personality- Meaning-Sigmund Freud's Psycho-analytical theory-Structure-Dynamics and development of Personality

UNIT-II

Self-Esteem – Self-Improvement – Self-confidence – Assertiveness –Importance of attitude – Winning Attitude-Building a Positive attitude – Building a pleasing Personality – 25 steps to build a personality .

UNIT-III

Motivation – Self-motivation and motivating others everyday – Time Management- Effective utilization of time-Do it now-Speed reading-Managing meetings-Not searching for 100% perfection-Success Management.

References

1. Robert M. Sherfield, Rhonda J. Montgomery and Patricia G. Moody B: **Developing Soft Skills** (Pearson)
2. Harold R. Wallace and L. Ann Masters : **Personality Development** (Cengage Learning India)
3. Seema Sanghi : **Towards Personal Excellence, Psychometric Tests and Self-improvement Techniques for Managers** (Response)
4. Shiv Khera: **You Can Win** (Mac millan)
5. Stephen R. Covey : **The 7 Habits of Highly Effective People** (Simon & Schuster)
6. Stephen R. Covey : **The 8th Habit** (Simon & Schuster)
7. Dale Carnegie : **How to Win Friends & Influence People** (Pocket Books)
8. Dale Carnegie : **How to Stop Worrying and Start Living** (Pocket Books)
9. Dharni, P. Sinha : **Learning From Life** (Excel)
10. Biswajit Das Ipseeta Satpathy : **Business Communication & Personality Development** (Excel)

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- (ii) One question with internal choice from each unit of the syllabus shall be set.

Semester – II

201 – Management Information Systems

UNIT –I

Concepts of systems and organizations – Meaning of MIS – Decision making Process – Role of MIS in decision making process – Strategic uses of Information Technology.

UNIT –II

Levels of Management and their information requirements – Determining information requirements of managers - MIS Structure – Approaches to MIS design and development.

UNIT – III

Transaction Processing System – Office Automation System – Decision Support System, Expert System. Concepts of Data mining, Data warehousing and OLAP.

UNIT – IV

An outline of Database Management System – Database Models – Distributed Processing – Computer networks.

UNIT – V

Functional Information systems: Marketing, Manufacturing, Financial and Human Resource Information systems.

References:

1. Robert Schulthesis and Mary Sumner : **Management Information Systems** (McGraw Hill)
2. Kenneth C. Lauadon and Jane. P. Lauadon : **Management Information Systems** (Pearson)
3. Robest Schulthesis and Mary Sumner : **Management Information Systems** (McGraw Hill)
4. James A O 'Brien : **Management Information Systems** (McGraw Hill)
5. Murthy CSV : **Management Information Systems** (Himalaya)
6. Mahavev Jaisial and Monika Mital: **Management Information Systems** (Oxford)

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202 – Human Resources Management

UNIT – I

Evolution of HRM – HRM functions – HR Planning – HR information Systems – Job analysis and job design – Recruitment – and selection strategies – Retention.

UNIT – II

Concept of HRD – Goals of HRD – Training and Development – Career development – Managing diversity – Separation – Downsizing – out Placement.

UNIT – III

Performance Appraisal: Performance dimensions and Measurement tools – Reward System – Compensation management.

UNIT – IV

Motivating human resources: Motivation Theories – Leadership – Participative management – Empowerment – Quality circles – Industrial Relations.

UNIT – V

Organization Development – Knowledge management – learning organization – International HRM – HR Accounting and Audit.

References:

1. R Wayne Mondy : **Human Resource Management** (Pearson)
2. P. Jyothi and D.N. Venkatesh: **Human Resource Management** (Oxford)
3. John M Ivancevich : **Human Resource Management** (McGraw Hill)
4. Biswajeet Pattanayak : **Human Resource Management** (Prentice Hall)
5. P. Subba Rao :**Personnel and Human Resource Management** (Himalaya)
6. Snell / Bohlander : **Human Resource Management** (Cengage)
7. Rao VSP : Human Resource Management Text & Cases (Excel)

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203 – Marketing Management

UNIT – I

Definition of marketing – Marketing concepts – concept of customer value – Marketing environment – Marketing Strategy.

UNIT – II

Consumer Behavior – Factors influencing consumer behavior – Market Segmentation – Customer Relationship management.

UNIT – III

Product Management: Types of products – Product mix and Product line – Introducing new products - Product life cycle – Positioning – Packaging – Branding.

UNIT – IV

Distribution Management: Marketing Channels – Retailing – Distribution logistics and supply chain management – Direct and on-line marketing.

UNIT – V

Pricing methods – Marketing Communications - Advertising management – Sales promotion and personnel selling – Marketing information system.

References:

1. V.S. Ramaswamy and S. Ramakumar : **Marketing Management** (Macmillan)
2. Philip Kotler : **Marketing Management** (Prentice-Hall)
3. Rajiv Lal, John A. Emelch and Kasturi Rangan: **Marketing Management** (McGraw-Hill)
4. M.J. Kavier : **Marketing in the new Millennium** (Vikas)

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204 – Financial Management

UNIT – I

Foundation of Finance: Finance functions – Role of Financial manager – Financial goals – Agency problem – concepts of value and return.

UNIT – II

Financial analysis: Importance - Ratio analysis – Breakeven analysis – Funds flow analysis – Financial planning – financial forecasting.

UNIT – III

Working Capital Management: Principles of working capital – Receivables management – Inventory management – Cash management – Trade credit management.

UNIT – IV

Capital Structure Decisions: Financial and Operating Leverage –capital structure theories – capital structure planning – Dividend theories – Dividend policy.

UNIT – V

Capital Budgeting Decisions: Cost of capital – Capital budgeting methods – Risk analysis in capital budgeting – concept of real options.

References:

1. I.M.Pandey :**Financial Management** (Vikas)
2. M.Y. Khan and P.K. Jain : **Financial Management** (McGraw-Hill)
3. Prasanna Chandra: **Financial Management** (McGraw-Hill)
4. James C. Van Horne :**Financial Management Policy** (Pearson)
5. Rajiv Srivatsava and Anil Misra: **Financial Management** (Oxford)
6. Berk Jonathan, Demazo Peter : **Financial Management** (Pearson)
7. Arnold Glen, Kumas Mohan : **Corporate Financial Management** (Pearson)

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205 – Production Management

UNIT – I

Production management: concepts, productivity, scope of production management, production system – work study – Method study – steps in method study - Time study – different time study techniques

UNIT – II

Plant location – Different location, merits, demerits - Plant layout – Types of layouts – Plant Maintenance – Preventive and breakdown maintenance.

UNIT – III

Production planning and control – Scheduling, Job shop, Flow shop - Line balancing.

UNIT – IV

Materials management – Classification – codification, Inventory models (Determinative models only).

UNIT – V

Quality control – control charts –Acceptance sampling – oc curve.

References:

1. Adam E bert : **Production of Operations Management** (Prentice Hall)
2. S.N. Chary : **Production and Operations Management** (McGraw Hill)
3. R. Panneer Selvam : **Production and Operations Management** (Prentice Hall)
4. Chunnawala and Patel : **Production and Operations Management** (Himalaya)
5. Kanishka Bedi : **Production and Operations Management** (Oxford)
6. James R Evans : **Operations Management** (Cengage)
7. B. Mahadevan :**Operations Management** (Pearson)

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206 – Business Environment

UNIT – I

Business Concept Mission – Business Environs and Economic Environment – Responsibility of Business – Professionalism in India – Ethics.

UNIT – II

Non Economic Environment – Political, Legal, Demographic, technological, Natural Environment - Pollution – Trade unions

UNIT – III

Social change – Wave front analysis – Third wave practices and implications in organization – Cultural dynamics – Cultural process and lags – Secular outlook – Community development – Consumerism.

UNIT – IV

Economic systems – the Role of Government in Economic development – Indian Economic Planning – Five Year plans in brief – Current plan – Industrial policy – Liberalization, Privatization and Globalization – Public, Private joint sectors – Industrial development & regulation.

UNIT – V

Monetary and Fiscal Policies – Budget–Money and Capital markets – Stock Exchanges and regulation – Industrial financing – Industrial sickness – Exim policy – Multinational Corporations.

References:

1. Francis Cherunilam : **Business Environment** (Himalaya)
2. Aswathappa :**Essentials of Business Environment** (Himalaya)
3. Sk. Misra and Puri V K : **Indian Economy**(Himalaya)
4. Alvin Toffler :**Third Wave**
5. R.P. Maheswari & A.N.Gupta: **Business Government and Society – A Study of Business Environment** (Vani Educational)
6. Paul Justin : **Business Environment** (Tata McGraw Hill)
7. SK. Misra and Puri V K : **Economic Environment of Business** (Himalaya)
8. B A Prakash: **Indian Economy Since 1991** (Pearson)
9. Shakh Saleem : **Business Environment** (Pearson)

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207 – Operations Research

UNIT – I

Introduction to Operations Research - Linear Programming: Graphical method and simplex method.

UNIT – II

Transportation Problem, Transshipment Problem, Assignment Problem.

UNIT – III

Goal Programming – Business applications – Dynamic Programming

UNIT – IV

Network analysis: PERT/CPM – Project crashing, Time-cost trade-off. .

UNIT – V

Queuing model (M/M/I only): concepts, assumptions, business application – Simulation and its applications.

References:

1. R.Panneerselvam: **Operations Research** (Prentice-Hall)
2. Kanti Swarup, P.K.Gupta & Man Mohan: **Operations Research** (Sultan Chand)
3. Handy A.Taha: **Operations Research** (Pearson)
4. Wayne L. Winston: **Operations Research** (Cengage Learning)

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208 – Interpersonal Skills & Team Building

UNIT – I

Introduction to Interpersonal Skills. Understanding determinants of Inter personal behaviour Self concept: What am I? Interpersonal needs: What do you want from me? Interpersonal orientation: How do you influence me? Inter personal attraction: Why do you like each other?

UNIT – II

Developing Interpersonal relationship forming first impression. Developing mutual expectations. Character based – Competence based expectations.

UNIT – III

Honoring Psychological contracts – Developing trust and Influence – Developing Interpersonal skills – Increasing Interpersonal Awareness: The Johari Window – Taking Interpersonal risks. Developing Cooperative relationships – Resolving Interpersonal problems.

References:

1. Stephen P. Robbins and Philop L Hunsaker: **Training in Interpersonal Skills** (Pearson)
2. Luthans: **Organisation Behaviour** (McGraw Hill)
3. New Strong/Keith Davis: **Organisation Behaviour** (McGraw Hill)
4. Hellriegel, Slocum and Woodman: **Organisation Behaviour** (Cengage Learning)

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209 – COMMUNICATION AND COMPUTER LAB

301 – Management of Technology and Innovation

UNIT – I

Technology, Management, Classification of technologies – Technology Forecasting – Technology Transfer and collaboration.

UNIT – II

Concept of Innovation – Need for innovation – Ways to innovate – Innovation opportunities Corporate Innovation Process-Integrated Strategic Planning for Innovation

UNIT-III

Creative thinking- Intuition- Logical thinking-Heuristics and models-Tools that prepare the mind for creative thought – Levels of model of innovation – Model of innovation - Industrial design.

UNIT-IV

Idea generating techniques-Brainstorming – Lateral thinking - Synectics-Nominal groups-Quality Circles-Suggestion systems-Attribute listing- Redefinition technique-Random-stimulus-Thinking Hats-Idea sensitive area-Ishikawa diagram-Principles behind techniques.

UNIT-V

Developing and applying creativity-Designing Creative Society and Organization-Creativity Training-Applications: Process redesign-Reengineering-Creative bench marking.

References:

1. White/Bruton : **The Management of Technology and Innovation** (Cengage)
2. Paul E Plesk: **Creativity Innovation and Quality** (Prentice-Hall)
3. Pradip N-Khandawalla: **Fourth Eye** (A.H.Wheeler)
4. Shlomo Maital and D.V. Scshadri: **Innovation Management** (Response)
5. C.K Prahalad and MS Krishnan : **New Age of Innovation** (Tata McGraw Hill)
6. Judy Estrin : **Closing the Innovation Gap** (Tata McGraw Hill)

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302 – Entrepreneurship

UNIT – I

Concept of Entrepreneurship – Role of Entrepreneurship in economic development – Entrepreneurial process – Intrapreneurship.

UNIT – II

Entrepreneur Background and Characteristics – Role models – Entrepreneur versus Inventors – International versus domestic entrepreneurship.

UNIT – III

Sources of new ideas – Creative problem solving – opportunity recognition – Product planning and development process.

UNIT – IV

Business plan – Organizational plan- Marketing plan – Financial Plan.

UNIT – V

Sources of capital – venture capital – Initiatives to develop entrepreneurship in India.

References:

1. Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd: **Entrepreneurship** (McGraw-Hill)
2. S.S. Khan: **Entrepreneurial Development** (S. Chand & Co)
3. P. C. Jain: **Handbook for New Entrepreneurs** (Oxford)
4. Rajeev Roy: **Entrepreneurship** (Oxford)
5. Poornima Charantimath :**Entrepreneurship Development and Small Business Management** (Pearson)
6. Eric A. Morse and Ronald K. Mitchell : **Cases in Entrepreneurship** (Sage)

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303 – Computer Applications

UNIT – I

Software overview – Software development process – Introduction to C language – Character set – Variables – Constants – Data types – Operators – Input/Output statements – Expression evolution – Assignment statements.

UNIT – II

Decision making and Branching: – Simple If – If ... Else – Nested If – Switch Statement – Conditional Operator – GOTO Statement – Decision Making and Looping: While – Do – For Statement – Programming Exercises.

UNIT – III

Arrays – Array Initialization – One Dimensional Arrays – Two Dimensional Arrays – Multi Dimensional Arrays – Character Arrays and Strings – Programming exercises for matrix applications.

UNIT – IV

Functions: User-defined functions – Multi function program – Call by value – Call by reference – Categories of functions – Recursion – Programming exercises.

UNIT – V

Pointers: Understanding Pointer – Initialization of Pointers – Pointers and Arrays – Pointer and Functions – Programming Exercises.

References:

1. Behraowz A. Forouzan & Richard F.Gilbey : **Computer Science A Structured Programming Approach Using C** (Cengage)
2. Behraowz A. Forouzan & Richard F.Gilbey : **C Programming and Data Structures** (Cengage)
3. Balaguruswamy : **Programming with C**, (McGraw Hill)
4. Yashavant Kanitkar : **Let Us C**, (BPB Publications)
5. V.V. Muniswamy : **C and Data Structure** (I.K.Publishing)

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304 – Project Seminar & Report

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 8/10 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field diary and present synopsis and IPC Seminars during the course of third semester. The project report should be submitted to the department before the commencement of the third semester – end examinations.

305 – Career Planning and Development

UNIT – I

Career – Concept, Planning, Management, Development – Life Stages and Career Development. Individual and Organizational approaches – Roles in Career management.

UNIT – II

Self Analysis – Skill inventory - Career Anchors – Life Scripts – Inventory of Career Development Practices – Career Discussion – Counselling – Mentoring.

UNIT – III

Resume – Objectives – Spade work – Drafting – Physical setting – Transmission – guide lines for effective writing – Job interviews – Types – Self analysis – Pre Interview Preparation – Physical Personality – Interview Process – Issues – Interview ending Phase – Tips for effective interview.

References:

1. Desimone, Werner & Haris : **Human Resource Development** (Thomson)
2. Paul Singh: **Writing Effective Resume** (Excel)
3. French and Bell : **Organization Development** (Prentice Hall)

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311- Consumer Behaviour & Relationship Marketing

UNIT-I

Introduction and overview to study of Consumer Behaviour - Consumer study - Significance - Models of Consumer Behaviour.

UNIT-II

Individual and group determinants of Consumer Behaviour - Perception - Attitude - Learning - personality - Motivation - Social class - Reference Groups and family influences – The influences of culture on Consumer behaviours.

UNIT-III

Consumer decision making process - Issues in Consumer decision making process - Communication process - Consumer satisfaction – Relationship marketing.

UNIT-IV

Applications – Consumerism - The Consumer Protection Act (1986) and Monopolies and Restrictive Trade Practices Act (1969).

UNIT –V

Industrial buyer behaviour – Buyer behaviour for services - Diffusion of innovations and the adoption process.

References:

1. Schiffman & Kanuk: **Consumer Behaviour** (Pearson)
2. Blackwell, Miniard & Engel: **Consumer Behaviour** (Thomson)
3. Ramesh Kumar: **Consumer Behaviour** (Pearson)
4. LeonG.Schistman & Leslie Leaserkarmal: **Consumer Behaviour** (Prentice Hall)
5. Suja R.Nair: **Consumer Behaviour in Indian Perspective** (Himalaya)
6. Subhash Mehta: **Consumer Behaviour** (Tata McGraw Hill)
7. Satish K Batar Shhkazmi: **Consumer Behaviour** (Excel)
8. Rajeev Kumar: **Consumer Behaviour** (Himalaya)

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312 – Marketing Research

UNIT – I

Marketing Research – The Nature and Scope – Role of Marketing Research- Organizations doing Marketing Research and Organization of Marketing Research Department - Alternative approaches to Marketing Intelligence – Periodic Projects and Continual Intelligence – Marketing Information Systems – Decision Support Systems – Data Mining – Marketing Research Process – Problem Formulation – Decision problem to Research problem – the Research Proposal.

UNIT – II

Research Designs: Exploratory Research – Objectives and Methods – Descriptive Research – Objectives and Methods – Causal Designs – Concept of Causality - Experimentation : Laboratory and Field Experiments – Experimental Designs: True Experimental Designs – Quasi Experimental Designs – Experimentation in Marketing Research - Types of Test Markets – Data collection – Secondary Data - Primary Data - Design of Data Collection Forms.

UNIT – III

Attitude Measurement – Scales of Measurement: Nominal, Ordinal, Interval and Ratio Scales – Self Report Attitude Scales: Equal Appearing Interval Scales – Summated Rating Scales – Semantic Differential Scales – Stapel Scale: Rating Scales: Graphic, Itemized, Comparative Scales: Sample Design - Types of Sampling Plans: Non Probability Samples – Probability Samples – Sample Size Determination.

UNIT – IV

Preliminary steps of Data Analysis: Editing, Coding, Tabulation - Contingency Tables and Chi-square Analysis – One - way Tabulation and Cross Tabulation – Hypothesis Testing – Examination of Differences – Kolmogorov – Smirnov test – Hypothesis about One Mean, Two Means and Two Proportions –Investigation of Association: Simple Regression & Correlation and Multiple Regression Analysis

UNIT – V

Multivariate Data Analysis: Discriminant, Factor, Cluster and Multi Dimensional Scaling: Preparation of the Research Report.

References:

1. Gilbert A. Churchill, Jr and Down Iacobucci : **Marketing Research Methodological Foundation** (Cengage)
2. Donald S Tull and Del I Hawkins : **Marketing Research Measurement and Methods** (McGraw Hill)
3. David J Luch et al : **Marketing Research** (Prentice Hall)
4. Malhotra : **Marketing Research** (Pearson)
5. William G. Likmund : **Marketing Research** (Cengage)

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313 – Promotion Management

UNIT – I

Introduction to advertising – Evolution – Types of advertising or classification of users – Advertising process: Advertising Campaign planning, Decision making and Organisation.

UNIT – II

Advertising creativity : Planning Creative Strategies – The Creative Process – Creative Strategy Development – Creative Strategy Implementation and Evaluation – Media Planning and Strategy – Developing, Implementing and Evaluation of Media Strategies – Evaluation of Broadcast, Print Media and other Support Media.

UNIT – III

Establishing Objectives and Budgeting for Advertising – The Advertising Agency functions – Agency Compensation – Evaluating Agencies – Evaluating the Social, Ethical and Economic aspects of Advertising.

UNIT – IV

Sales promotion – Incentives to middlemen – Incentives to consumer – Design, implementation and evaluation of effectiveness of sales promotion.

UNIT – V

Consumer promotion tools – Samples – Coupons – Rebates – Price offs – Premiums (gifts) – Prizes – Contests – Sweepstakes – Games – Patronage awards – Free trials – Product warranties – Tie – In promotion – Cross Promotion – POP displays – Demonstrations. Trade Promotion tools – Price offs – Allowances – Free goods: Business and Sales force promotion tools – Trade Shows – Conventions.

References:

1. Rajiv Batra , John Myers and David Aaker : **Advertising Management** (Prentice Hall)
2. Manendra Mohan : **Advertising Management – Concepts and Cases** (Tata McGraw Hill)
3. Robert C.Blattberg and Scott. A.Neslin : **Sales Promotion Concepts, Methods and Strategies** (Prentice Hall)
4. John.C.Totten and Martin P.Block: **Analyzing Sales Promotion – Text and Cases**
5. Kenneth E Clow & Donald Baack : **Integrated Advertising , Promotion and Marketing Communications** (Prentice Hall)
6. Shh kazmi Satish K Batra : **Advertising & Sales Promotion** (Excel)
7. Tom Duncan : **Principles of Advertising & IMC** (McGraw Hill)

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314 – Product & Brand Management

UNIT – I

Product concept in Marketing Strategy and New product Planning: Organisational arrangements – Managing the development process: Ideas – Managing the development process: Development to commercialisation; the consumer Adoption Process; PLC management – Special Issues.

UNIT – II

Understanding Brands – Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning & Brand Equity – Value addition from Branding – CRM – Brand Loyalty.

UNIT – III

Managing Brands: Brand creation, Brand name Decision, Brand Extension, Brand Product relationship; Brand portfolio, Brand revitalization.

UNIT – IV

Measuring & Interpreting Brand Performance: Brand assessment through research – Brand Identity, Brand positioning, Brand image, Brand personality assessment and change, financial aspects of Brand.

UNIT – V

Branding in different sectors, in customer sector, in Industrial sector, in Retail sector, in service sector.

References:

1. Kenneth B Kahn: **New Product Planning** (Sage)
2. Chunawalla. S.A: **Compendium of Brand Management** (Himalaya)
3. Harsh V Verma: **Brand Management – Text & Cases** (Excel)
4. Murthy YLR : **Brand management** (Vikas)
5. Kevin Lane Keller: **Strategic Brand Management** (Prentice Hall)
6. Mathur.U.C : **Product & Brand Management** (Excel)
7. Kotler : **Marketing Management** (Pearson)
8. Gupta S.L: **Brand Management Text and Cases** (Himalaya)
9. Subratosen Gupta : **Brand Positioning** (Macmillan)
10. Ramanuj Majumdar : **Product Management in India** (Prentice Hall)

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315 – Distribution and Supply Chain Management

UNIT – I

Role of Distribution in Value discovery – Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management.

UNIT – II

Meaning and definition of supply chain management – Supply chain management in the global environment – Customer focus in supply chain management – Supply chain drivers and obstacles.

UNIT – III

Planning demand and supply in a supply chain – Planning and managing inventories in a supply chain – Transportation in a supply chain – Net work design decisions – Information technologies in a supply decision.

UNIT – IV

Production in supply chain management – Purchasing in a supply chain management – financial issues in supply chain management – E-business and supply chain.

UNIT – V

Supply chain integration – coordination in a supply chain – Inter functional coordination – Inter Corporate coordination – Measuring Performance in the supply chain – Managing the supply chain – Supply chain Restructuring.

Reference:

1. Janat Shah : **Supply Chain Management** (Pearson)
2. Suni Chopra and Peter Meindl : **Supply Chain Management** (Pearson)
3. R.P. Mohanty and S.G. Deshmukh : **Supply Chain Management** (Jaico)
4. John T. Mertzner: **Supply Chain Management** (Respones)
5. Anurag Saxena and Kaaushik Sircan : **Logistics and Supply Chain Management**
6. D.K. Agrawal : **Distribution and Logistics Management** (Macmillan)

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316 – Sales Management

UNIT – I

Sales Management – Nature and Importance – Goals and functions – Salesmanship – Buyer - Seller dyads – Theories of selling.

UNIT – II

Selling process – Stages in the Selling Process – Organizing the Sales Effort – Sales Forecasting and Budgeting – Sales Territories – Routing and Setting Sales Quotas – Sales Contests.

Unit – III

Recruitment and Selection of Sales force – Sales Training – Motivating and Leading the Sales Force - Interview Techniques.

Unit – IV

Compensation of Sales Force – Straight Salary – Straight Commission – Combination Plans – Non – Financial Rewards.

Unit – V

Evaluation and Control of the Sales Program – Cost Analysis- Evaluating Sales Person Performance.

References:

1. Krishna K. Havaladar & Vasant M Cavale : **Sales & Distribution Management** (Text & Cases) (Tata McGraw Hill)
2. Still, Cundiff & Govani : **Sales Management - Decisions, Strategies and Cases** (Prentice Hall)

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317 – Marketing of Hospitality Services

UNIT – I

Nature of hospitality services – Hospitality marketing environment – Characteristics of hospitality services marketing – Hospitality marketing system – Marketing strategy – 8ps of hospitality marketing.

UNIT – II

Behaviour of individual customers – Personal factors – Inter-personal factors – Buying process of individual customers – Behaviour of organizational customers – CRM.

UNIT – III

Product development and partnership: Major groups of organizations in hospitality industry – Product / service mix – partnership – Role of guests and hosts in the marketing mix – TQM – Packaging and Programming – Market segmentation and positioning.

UNIT – IV

Pricing of hospitality services – cost rate formula – Market tolerance – Differential pricing – Pricing strategies – Distribution mix – Intermediaries – On-line services – Channel organization.

UNIT – V

Promotional mix – Factors affecting promotional mix – Planning Advertising – Sales Promotion and merchandise – Personal selling – Public relations.

References:

1. Alastair M. Morrison: **Hospitality and Travel Marketing** (Cengage)
2. Philip Kotler, John T. Bowan and James C. Makens: **Marketing for Hospitality and Tourism** (Pearson)
3. Angie Michael: **Best Impressions in Hospitality** (Cengage)
4. Ahmed Ismail: **Front Office – Operations and Management** (Cengage)

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318 – Marketing of Health Care Services

UNIT – I

Emergence of health care Marketing – Contribution of marketing in health care – Consumerism, entrepreneurial spirit of hospital – Marketing from inside out.

UNIT – II

The concept of hospital marketing – Physician centred marketing – Decision processes and relationships – Marketing audit as a strategic planning tool; MRIS to match the needs of health seeker – Hospital capacity utilization – Better upkeep of hospital medical records.

UNIT – III

Developing market mix – Cost consideration for services – Pricing services beyond money: Social price – Access to healthcare – Retailing of healthcare services.

UNIT – IV

Extended hours – Promotion – Role of advertising – Public relations – Guest relations.

UNIT – V

Service Development /Elimination: Development of new health services – High level fitness for special categories – Assessing failure of a service – Elimination of a service.

References:

1. Philip Kotler and Roberta.N.Clarke: **Marketing for Healthcare Organisations** (Prentice Hall)
2. Philip D. Cooper: **Health Care Marketing Issues & Trends** (Spen)
3. Roland T Rust, Anthony. J. Zahorik and Timothy. L. Keiningham: **Services Marketing** (Addison Wesley)
4. Zeithamal, Gremler, Biner & Pandit: **Services Marketing** (McGraw Hill)
5. Eric N. Berkowitz : **Essentials of Health Care Marketing**(Aspen)

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321 – Indian Financial System

UNIT – I

Financial System: Functions and Structure – Financial Intermediaries – Financial markets – Financial instruments.

UNIT – II

Indian Financial system – Structure of Commercial Banks – Non-Banking Finance Companies – Development Banks – Narasimham Committee Recommendations – SEBI Regulations.

UNIT – III

Financial Markets in India: Functions of New issue market – Operations of Stock exchanges – SEBI regulations.

UNIT – IV

Money market: Call market – Treasury Bill market – Repos Commercial bill market – Commercial paper – Certificate of Deposits – DFHI.

UNIT – V

Mutual Funds – Insurance Companies – Privatization of insurance business in India.

References:

1. M.Y. Khan: **Indian Financial System** (McGraw Hill)
2. Meera Sharma: **Management of Financial Institutions** (Prentice-Hall)
3. Bharati V. Pathak: **Indian Financial System** (Pearson)
4. A.M. Srivatsava and Divya Nigam: **Management of Indian Financial Institutions**
(Himalaya)

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322 – Working Capital Management

UNIT – I

Need for working capital – components of working capital – types of working capital – Determination of working capital – Factors influencing working capital requirement – liquidity Vs profitability.

UNIT – II

Approaches to financing current asset – Internal sources and external sources of working capital – Financing of working capital by commercial banks – Trade credit management.

UNIT – III

Cash management: Motives of holding cash – Cash planning – Cash budget – Cash management models – Cash flows statement analysis.

UNIT – IV

Inventory management: Types of inventories – Inventory control Techniques – Methods of pricing of material issues.

UNIT – V

Management of Receivables: Objectives – Credit policy – Credit information – Control of accounts receivables – Factoring.

References:

1. Hampton J.J. Wanger : **Working Capital Management** (John wiley)
2. Scherr F.C. Modern : **Working Capital Management** (Prentice Hall)
3. P. Periasamy : **Working Capital Management** (Himalaya)

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323 – Management of Financial Services

UNIT – I

An overview of Financial Services Industry- Trends in financial Services – Nature and Scope of financial services.

UNIT – II

Leasing and Hire Purchase: Meaning and definition – Tax aspects – Evaluation – Accounting – Structuring – Funding – Qualitative factors.

UNIT – III

Merchant Banking: Nature and Scope of merchant banking services – Management of public issues – Support services – Drafting of Prospectus – Disclosure requirements – Broking services – Market making – Securities underwriting – SEBI Guidelines relating to merchant banking.

UNIT – IV

An overview of Venture Capital, Factoring, Depositories and Credit Rating.

UNIT – V

An overview of Bill Discounting, Housing Finance, Insurance services, Mergers and Acquisition, and Mutual Funds.

References:

1. M.Y. Khan : **Financial Services** (Tata McGraw-Hill)
2. Verma. J.C : **Merchant Banking** (Tata McGraw-Hill)
3. K. Sasidharan and Alex K. Mathews : **Financial Services** (McGraw-Hill)

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324 – Security Evaluation and Investment Strategy

UNIT – I

Avenues of Investment: Equity shares – Debt securities – Money market instruments – Investment in real assets – Investment in commodities (Gold, Silver, Platinum) – New avenues for investment – Mutual funds.

UNIT – II

Valuation of debt securities: General valuation Framework - Yield to maturity – valuation of equity shares – Valuation models.

UNIT – III

Risk and Return: Nature and types of risk – Measurement of risk – Risk return relationship – Benefits and limitations of diversification.

UNIT – IV

Fundamental Analysis – Technical Analysis – EMH and Random Walk Theory – Behavioral finance.

UNIT – V

An overview of stock markets money market and new issue market – FII's and stock markets.

References:

1. D.E. Fischer and R.J.Jordan :**Security Analysis and Portfolio Management** (Pearson)
2. Sudhindra Bhat : **Security Analysis and Portfolio Management** (Excel)
3. Dhanesh Kumar Khatri :**Investment Management and Security Analysis** (Macmillan)
4. Mark Hirschey and John Nofsinger :**Investments** (McGraw Hill)
5. Stephens H. Penman: **Financial Statement Analysis and Security Valuation** (McGraw Hill)
6. Berk Jonathan, Demarzo Peter : **Financial Management** (Pearson)
7. Arnold Glen, Kumar Mohan :**Corporate Financial Management** (Pearson)

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325 – Management Control Systems

UNIT – I

Management control Systems: Nature, Goal congruence, informal controls, Functions of the controller.

UNIT – II

Responsibility Centres: Revenue centres, Expense centres, administrative and support centres, Research and Development Centres Marketing Centres. Profit Centres: Measuring profitability Investment centres. Measurement of assets. EVA Versus ROI.

UNIT – III

Budget preparation: Nature, process Behavioural Aspects. Quantitative techniques, MBO versus budgetary control. Analysing Financial performance reports. Calculating variances, Variations in practice, limitations. Behavioural considerations.

UNIT – IV

Transfer pricing objective and methods – Performance measurement – Interactive control for differentiated strategies.

UNIT – V

Service organisations – Non-profit organisations – Professional organisations – Multinational firms.

References:

1. Anthony R.N., Govindarajan V : **Management Control Systems** (Tata McGraw Hill)
2. Merchant : **Modern Management Control Systems** (Pearson)
3. Maciaiello & Kirby : **Management Control Systems : Using Adaptive Systems to attain Control** (Prentice Hall)

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326 – Bank Management

UNIT – I

Importance of banking sector in the economy – Different kinds of banks – Banking sector reforms in India – Role of RBI in banking development.

UNIT – II

Commercial banking system - Services of commercial banks – Sources of Bank funds – Branch expansion policy – Retail banking – Credit management – Lending Policy – Microfinance.

UNIT – III

Liquidity management in commercial banks – Theories of liquidity management – Management of reserves – Statutory Liquidity ratio – Cash reserve ratio.

UNIT – IV

Management of non-performing assets – Management of income – Operational efficiency – Investments of commercial banks.

UNIT – V

Non-Banking finance companies – Functions and operations – Acceptance of Public deposits – Prudential norms – Accounting standards.

References:

1. R.M. Srivastava and Diya Nigam : **Management of Indian Financial Institutions** (Himalaya)
2. Justin Paul and Padmalatha Suresh: **Management of Banking and Financial Services** (Pearson)
3. Beatriz Armendariz and Jonathan Morduch : **The Economics of Microfinance** (Prentice Hall)

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331 – Counseling

UNIT – I

Counselling: Concept and significance – Emergence and growth of Guidance and Counselling Psychology – Counselling and Guidance: Expectations and Goals.

UNIT – II

Various approaches to Counselling – Counselling process – Counsellors attitude and skills of Counselling.

UNIT – III

Counselling Interview – Group Counselling – Individual and Group Counselling similarities and differences.

UNIT – IV

Evaluation of Counselling – Professional preparation and Training for Counselling – Modern trends in Counselling.

UNIT – V

Changing Behaviour through Counselling – Techniques used in Counselling – Problems in Counselling.

Reference:

1. S. Narayana Rao: **Counselling and Guidance** (Tata McGraw Hill)
2. Board R: **Counselling People at Work** (Gomes)
3. Corner L S and Hackny H: **The Professional Counselling, Process Guide to Helping** (Prentice Hall)
4. Reddy Michel: **Counselling at Work** (British Psychological Society and Methuen)
5. Munro C A : **Counselling – Skills Approach** (Methuen)
6. MacLennan Nigel: **Counselling for Managers** (Aldershot)
7. Lewis E. Patterson: **The Counselling Process** (Thomson)

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332 – Management of Industrial Relations

UNIT – I

Industrial Relations – Concept – Significance and the emerging socio economic scenario.
Industrial relation department – Role of industrial relation officer – Government and Machinery for labour administration.

UNIT – II

Nature of Industrial Conflict – Causes, Types, Consequences, Prevention and Settlement methods tripartite and bipartite bodies' conciliation, arbitration and adjudication.

UNIT – III

Collective bargaining: concept, historical introduction, meaning and purpose, features of collective bargaining, approaches, techniques and strategies of collective Bargaining. Issues in Collective Bargaining.

UNIT – IV

Trade Unions: Role – Position in India, Trade Union types and Employee Federations – Strategies to Develop trade unions.

Discipline & Grievance Management – Causes, Machinery for Redressal of grievances – Discipline – code of conduct, process of domestic enquiry.

UNIT – V

Participative management: methods and techniques of workers involvement and participation – Composition and working of joint management councils, works committees, its ineffective functioning and failures – Empowerment- quality management – Industrial Relations and technological change.

References:

1. Arun Monappa : **Industrial Relations** (McGraw Hill)
2. Subba Rao P : **Human Resource & Management & Industrial Relations** (Himalaya)
3. Venkata Rathnam C.S : **Industrial Relations (Oxford)**
4. Varma Pramod : **Management of Industrial Relations** (Oxford and IBH)
5. Punekar : **Labour Welfare Trade Unionism and Industrial Relations** (Himalaya)
6. Niand J,R, etc: **The Future of Industrial Relations** (Sage)
7. Cowling & Jones : **The Essence of Personnel Management and Industrial Relations** (Pentice Hall)
8. B.D. Singh : **Industrial Relations** (Excel)
9. Sarma, A.M : **Industrial Relations** (Himalaya)
10. Monal Arora : **Industrial Relations** (Excel)
11. Sinha P R N, Indu Bala Sinha & Seema Priyadharsini sekar : **Industrial Relations, trade unions & labour legislation** (Pearson)

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333 – Performance and Reward Management

UNIT –I

Reward, compensation and non compensation systems – Concept – Compensation issues

–

Economic theories-wage level, differentials.

UNIT – II

Technical determinants – Job analysis, job description, job evaluation, Job pricing-market survey-pay structure architecture.

UNIT –III

Individual pay determinants – Components of pay – Fringe benefits.

UNIT – IV

Performance pay – Incentives, individual, group, short term and long term – Compensation of special groups, supervisors, Executives, Directors, Sales force, Technical professional, women executives.

UNIT – V

Statutory provisions – Wage boards, pay commission – Pay budget management – International pay system.

References:

1. Narain, Laxmi :**Managerial Compensation and Motivation In Public Enterprises** (Oxford)
2. Sibson : **Wages and Salaries** (American Management Association)
3. Michael Armstrong : **Reward Management** (Kogan)
4. Milkovich & Newman : **Compensation** (Tata McGraw Hill)
5. Barry Gerhart & Sara L Rynes : **Compensation** (Sage)
6. Joe Martocchio: Strategic compensation: **A Human Resource** (Pearson)
7. B D singh : **Compensation Reward Mangement** (Excel)
8. Dipak kumar Bhatta charya : **Compensation Management** (Oxford)

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334 – Human Resource Planning

UNIT – I

Human Resource Planning – significance – Objectives and Functions – HRP Strategies Activities.

UNIT – II

Strategic Human Resource Planning – Models, Process, Analysis, Inventory, Forecast.

UNIT – III

Human Resource Planning – Recruitment and Selection, Placement, Induction Training, Socialization, HRP Policies – Retrenchment, Retention, Redeployment, Transfer, Promotion, Job Rotation, Exit Strategy.

UNIT – IV

Career planning & development – Succession Planning – Potential appraisal development.

UNIT – V

Human Resource Utilization – Indices, Testing – HR Information System – HR Accounting and Audit.

Reference:

1. Srivarsava MP : **Human Resource Planning** (Institute of Royal Resource)
2. Udaiprakesh and T.V. Rao: **Human Resource System** (Oxford)
3. DK Bhattaacharya : **Human Resource Planning** (Excel)

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335 – Employee Legislation

UNIT-I

Emergence and objectives of labour laws – The Socio – Economic environment – Industrial relations laws – Industrial Dispute Act 1947, Indian Trade Unions act 1926, Employees Standing Orders Act, 1946.

UNIT-II

Laws relating to – Discharge, Misconduct, Domestic enquiry and disciplinary action.

UNIT-III

Social Security Laws – Workers compensation act 1923, Employees State Insurance Act, Employee Provident Fund Act, 1952, Payment of gratuity Act 1972, Maternity Benefit Act, 1961.

UNIT –IV

Wage and Bonus Laws – The Law of Minimum Wages Act 1948, The Payment of Wages 1936, Payment of Bonus Act 1965.

UNIT –V

Laws relating to working conditions – Factories Act 1948, AP Shops and Establishment Act, Apprentice Act 1961. AP Festival and National Holidays Act.

References:

1. Malik P.L : **Hand Book of Industrial Law** (Eastern)
2. Srivastava, S.C : **Industrial Relations and Labour Laws** (Vikas)
3. Ghiaya, B.R : **Law and Procedure of Departmental Enquiry in Private Sector** (Eastern Law)
4. A. Sayed : **Labour law** (Himalaya)
5. Sinha P R N, Indu Bala Sinha & Seema Priyadharsini sekar : **Industrial Relations, trade unions & labour legislation** (Pearson)

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336 – Training for Development

UNIT – I

Human resource training – Concept, challenges training context, trainees, trainers, employers – Phases of training.

UNIT – II

Need assessment phase – Designing the training programme – Evaluation training.

UNIT – III

Training aids – Traditional instructional approach, Classroom methods – On the job training, Simulation, Self directed training, Team training.

UNIT – IV

Emerging methods – Computer base learning, Distance learning, Intelligent tutorial system, Virtual reality training, Blended learning, Mobile technologies, Out Board learning, Adventure learning, Embedded learning, Performance support system, Action learning.

UNIT – V

Developing learning organization – Training styles – Special issues in training, Post training support – Future of training.

References:

1. Gold stein & Ford: **Training for Development** (Prentice Hall)
2. Udai Pareek & TV Rao: **Designing & Managing Human Resource Systems with Spl Emphasis on HRD** (Oxford & IBH)
3. Rolf P Lynton & Udai Pareek: **Traning for Development** (Vistaar)
4. Noe: **Employee Traning and Development** (Tata McGraw Hill)
5. Blanchard, Nick: **Effective Training: System Strategies and Practices** (Pearson)
6. Pandu Naik, G: **Training and Development , Test Research and Cases** (Excel)
7. Sahu R.K: **Training for Development** (Excel)
8. T V Rao: **Appraising & Development Managerial Research** (Excel)

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341 – System Analysis and Design

UNIT-I

Systems Development Environment: Meaning and Scope of Information Systems analysis and Design – Systems Development – Approaches to system Analysis and Design, systems analyst - Responsibilities in Systems Development.

UNIT-II

Determining System Requirements: Process – Methods – Structuring system Requirements: Dataflow Diagrams – Decision Tables – Decision Trees – Hipochart.

UNIT-III

Designing Inputs – Forms and Reports – Designing Interfaces and dialogues – Designing databases – Designing physical files.

UNIT-IV

Systems Implementation and Maintenance: Software Application Testing, Conversion Installation – Documenting the System, Training.

UNIT-V

System Maintenance and Quality Assurance – Acquisition of hardware and software. An overview of object oriented Analysis and Design.

References:

1. Jeffray A, Hoffer, Joey F. George and Joseph s. Valacich: **Modern Systems Analysis and Design** (Pearson)
2. M Awad: **Systems Analysis and Design** (Galgotia)
3. James A. Sen: **Analysis and Design of Information Systems** (McGraw Hill)
4. Doseph S. Valacich :**Essentials of Systems Analysis and Design** (Pentice Hall)
5. Gary B. Shelly :**Systems Analysis and Design Methods** (Cengage)

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342 – Data Base Management Systems

UNIT – I

Introduction – Purpose of Database Systems – Data Abstraction Data Models – Data Independence – Data Definition Language, Data Manipulation Language – Database Manager - Database Administration. Entity – Relationship Model – E.R. Diagram, Reducing E.R.Diagrams to tables – Generalisation – Aggregation.

UNIT – II

Relational Model - Structure of Relational Database - The Relational Algebra - The Relational Calculus - Views. Relational Commercial Languages - Structured Query Language (SQL) Query by Example (Quel) Integrity Constraints - Domain Constraints -Referential Integrity, Functional Dependencies -Associations - Relational Database Design-Pitfalls in relational Database Design Nomalization, using Functional dependencies. Multivalued Dependencies, Normal Form.

UNIT – III

File and System Structure - System Structure -Physical Storage Media File Organisation - Organisation of Records into Blocks, Mapping Relational Data to files, Data Dictionary – Storage, Buffer Management.

UNIT – IV

Indexing and Hashing - Indexing - B+ -Tree Index Files - B- Tree Index Files - Static and Dynamic Hash Functions - Index Definition in SQL - Multiple key Access.

UNIT – V

Hierarchical Model - Tree structure Diagrams - Virtual records - Mapping Hierarchies to files. Network Model- Data Structure Diagrams - The DBIG CODASYI - Model - Mapping Networks to files.

References:

1. Henry, R .Korth & Abaham Silberschatz: **Data Base System concepts** (McGraw Hill)
2. Elmasri : **Fundamentals of Database Systems 5/e** (Pearson)
3. Date C.J: **An Introduction to Database Management Systems** (Addison and Wesley)
4. Atre, S: **Database Structured Techniques for Design Performance and Management** (John Wiley)
5. Nilesh Shah: **Data Base Systems Using Oracle** (Prentice Hall)
6. Yary W. Hansen: **Data Base Management Design** (Prentice Hall)

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343 – Decision Support Systems

UNIT – I

Decision Support Systems: Definition – Characteristics – Performance objectives – DSS versus MIS - Technology Levels - Components of DSS.

UNIT – II

Systems Analysis for DSS: Decision support Requirements – ROMC Approach – Flexibility in DSS – Iterative Design.

UNIT-III

Development Approaches for DSS: Quick-hit - Staged Development - Complete DSS- Integration of DSS in to the organisation.

UNIT-IV

Dialog Management - Database Management- Model Base Management.

UNIT – V

DSS Implementation in Industries and Applications.

References:

1. Ralph H. Sprague, and Eric D, Carlson: **Building Effective Decision Support Systems** (Prentice Hall)
2. Efraim Turban: **Decision Support and Expert Systems** (Macmillan)
3. Mohamed Azam. Decision Support Systems & MIS (Vikas)

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344 – Expert Systems and Artificial Intelligence

UNIT – I

Introduction to A-I and Basic problem solving methods: Meaning of AI, AI problems, AI - Techniques, Criteria for success, production systems, static space search.

UNIT – II

Control strategies, Heuristic Approach, Forward and Backward Reasoning, Hill climbing techniques, breadth first search, Depth first search, Best search and staged search.

UNIT – III

Game playing : Minimax search, Adding alpha beta cut-off - Utility cut-off Natural language processing : Syntax & semantic Analysis, Semantic grammar, core grammar, augmented transition network, Discourse and pragmatic processing.

UNIT – IV

Machine learning: Rotelearning, learning by advice, Learning in problem solving and from examples, discovery as learning, A.M learning and Analogy.

UNIT – V

Expert systems: Introduction, Rule based system Architecture, Non-production system Architecture, Knowledge system building tools.

References:

1. Edani Rich & Kevin Knight: **Artificial Intelligence** (Tata McGraw Hill)

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345 – Software Testing

UNIT – I

Introduction: Purpose of testing, Dichotomies, model for testing, consequences of bugs, taxonomy of bugs. Flow graphs and Path testing: Basics concepts of path testing, predicates, path predicates and achievable paths, path sensitizing, path instrumentation, application of path testing.

UNIT – II

Transaction Flow Testing: Transaction flows, transaction flow testing techniques. Dataflow testing: -Basics of dataflow testing, strategies in dataflow testing, application of dataflow testing. Domain Testing: -domains and paths, Nice & ugly domains, domain testing, domains and interfaces testing, domain and interface testing, domains and testability.

UNIT – III

Paths, Path products and Regular expressions: Path products & path expression, reduction procedure, applications, regular expressions & flow anomaly detection.

UNIT – IV

Logic Based Testing: Overview, decision tables, path expressions, kv charts, specifications.

State, State Graphs and Transition testing: State graphs, good & bad state graphs, state testing, Testability tips.

UNIT – V

Graph Matrices and Application: Motivational overview, matrix of graph, relations, power of a matrix, node reduction algorithm, building tools. Usage of JMeter and Winrunner tools for functional / Regression testing, creation of test script for unattended testing, synchronization of test case, Rapid testing, Performance testing of a data base application and HTTP connection for website access.

References:

1. Baris Beizer, Dreamtech : **Software Testing Techniques** (Second)
2. Dr.K.V.K.K.Prasad : **Software Testing Tools** (Dreamtech)
3. Brian Marick : **The Craft of Software Testing** (Pearson)
4. SPD : **Software Testing Techniques** (Oreille)
5. Edward Kit : **Software Testing in the Real World** (Pearson)
6. Meyers : **Art of Software Testing** (John Wiley)

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346 – Software Engineering

UNIT – I

Introduction to software Engineering: Size, Quality and productivity factors. Planning a software project, Cost estimation.

UNIT – II

Software design concepts modularization, Design strategies, Real time distributed systems design, Test plans.

UNIT – III

Quality Assurance: Walk through and inspection, Static Analysis, Symbolic execution, unit testing & debugging, system testing and formal verification.

UNIT – IV

Implementation issues, Structured coding Techniques.

UNIT – V

Software Maintenance: Maintainability, Managerial aspects, Configuration Management, Source code metrics, other Maintenance tools and techniques.

References:

1. Pressman: **Software Engineering** (Tata McGraw Hill)
2. Sommervelli : **Software Engineering** (Pearson)
3. Carlo Ghezzi, Mehdi Jazayuni and Dino Mandnioli: **Fundamentals of Software Engineering** (Prentice Hall)
4. Rechord Fairley :**Software Engineering Concept** (Tata McGraw Hill)

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347 – Logistics Management

UNIT – I

Logistics and Competitive Strategy: Mission of Logistics Management. Logistics relation – Ships – Logistics and supply chain information systems.

UNIT – II

Customer Service: Marketing and Logistics Interface – Service driven logistics Systems. Pricing and Revenue Management.

UNIT – III

Modeling and Bench marking: Optimization Models – Optimization tools survey – Total cost Analysis – Logistics Costing – Bench marking the Process – Logistic Process and Supply – Chain Process.

UNIT – IV

Strategic Lead Time Management: Time based Competition – Lead time – Pipeline Management – Globalization Issues – Just – In – Time and Quick Response Logistics – Logistics Information Systems.

UNIT – V

Managing the Supply – Chain: The need for Integration – Managing Supply Chain as a network – Logistics Partnerships. Supply chain restructuring, IT in supply chain.

References:

1. Janat shah : **Supply Chain Management Test Prepares** (Pearson)
2. M. Christofer : **Logistics and Supply Chain Management** (Prentice Hall)
3. C. Bozarth, Robert B. Hand filed: **Introduction to Operation and Supply Chain Management** (Pearson)
4. Johnj Coley : **Management of Business Logistics** (Cengage)

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401 – Strategic Management

UNIT – I

Strategic Management – The Nature and Value of Strategic Management – The Strategic Management Process – Components of Strategic Management Model.

UNIT – II

Strategy Formulation – Defining the Company Mission – Assessing the External Environment – Remote and Industry Environment – Industry Analysis – How Competitive Forces Shape Strategy – The Company profile: Internal Analysis of the firm.

UNIT – III

Formulating Long – Term Objectives and Grand Strategies: Strategic Analysis and Choice – BCG, GE, SWOT Analysis – Mc Kinsey's 7s frame work.

UNIT – IV

Strategy Implementation – Operationalising the Strategy through Short Term Objectives, Functional tactics, Reward System and Employee Empowerment – Institutionalizing the Strategy: Structure – Leadership – Culture.

UNIT-V

Strategic Control: Guiding and Evaluating the Strategy – Corporate Governance – Corporate Social Responsibility – Management of Change.

References:

1. J A Pearce II and R B Robinson Jr: **Strategic Management Formulation Implementation and Control** (Tata McGraw Hill)
2. Arthur Sharplin: **Strategic Management** (McGraw Hill)
3. Michael E Porter : **Competitive Strategy** (Harvard University)
4. Michael E. Porter : **Competitive Advantage** (Harvard University)
5. Rao VSP & Harikrishna : **Strategic Management Text & Cases** (Excel)
6. Adrain Haberberg : **Strategic Management** (Oxford)

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402 – International Business Management

UNIT – I

Globalization – Global Institutions – Drivers of globalization – Changing Demographics of World economy.

UNIT – II

National differences in political economy – Differences in culture – Ethics in international business - International Monetary system.

UNIT – III

International trade theory – Political economy of international trade – Foreign direct investment – Regional economic integration.

UNIT – IV

Strategy of international business – Organization of international business – Entry strategy and strategic alliances.

UNIT – V

Exporting, Importing and Counter trade – Global production and outsourcing – Global marketing – Global HRM – Financial Management in international business.

References:

1. Charles W.L.Hill and Arun K.Jain : **International Business** (McGraw Hill)
2. K.Asathappa: **International Business** (McGraw Hill)
3. Anand K.sundaram and I.Stewart Black : **The International Business Environment** (Prentice Hall)
4. Michael R.Czinkota, Ilkka A,ronkainen and Michael M.Moffett: **International Business** (Cengage)
5. Don Ball and Wendell McCulloch : **International Business** (McGraw Hill)
6. Paul R. Krugman and Maurice Obstfeld: **International Economics** (Pearson)

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403 – Business Laws

UNIT – I

Social responsibility of business – Importance of business laws and regulatory practices- Consumer Protection Act.

UNIT – II

The Indian Contract Act – 1872: Nature of a Contract; Essential Elements of a Valid Contract void & unlawful contracts, Performance of a Contract; Breach of Contract and its Remedies; Quasi Contracts.

Special Contracts: contingent Contracts, Indemnity and Guarantee; contract of Agency; Bailment and pledge.

UNIT – III

Sale of goods Act 1930: General Principles; Conditions and Warranties; Performance of Contract of Sale; Rights of an Unpaid Seller.

Negotiable Instruments Act 1881: Negotiation and Assignment; Holder, Holder – in – Due Course; Dishonour and Discharge of a Negotiable Instrument.

UNIT – IV

The Companies Act 1956: Nature and Types of Companies; Steps and Procedure for incorporation of the Company; Memorandum of Association, Articles of Association and Prospectus; Shares and Share Capital; Allotment of Shares and debentures.

UNIT – V

Company Management: Company Meetings, Resolutions; Prevention of Oppression and mismanagement of company; Winding up of a Company.

References:

1. ND Kapoor :**Mercantile law** (Sultan Chand)
2. SS Gulshan :**Business Law** (Excel)
3. Tuleja S.K. :**Business Law for Managers** (Sultan Chand)
4. Akhileswar Pathak :**Legal Aspects of Business** (Tata McGraw Hill)
5. Bull chandani R R : **Business law** (Himalaya)

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404 – Organization Development

UNIT – I

Organisation Development – Definition – History-Contributory Stems, Values, Assumptions and Beliefs in OD – Ethical Issues In OD.

UNIT – II

Foundation of OD – Managing the OD process – Action research.

UNIT – III

Interventions classification – Team Interventions – Intergroup Interventions - Third party peace making intervention.

UNIT – IV

Structural Interventions – Comprehensive Interventions – Training experiences.

UNIT – V

Consultant Issues – System Ramifications – Power politics in OD – Future of OD.

References:

1. French, Bell & Vena Vohra: **Organisation Development** (Pearson)
2. Pathak :**Organisation Development** (Pearson)
3. Cummins & Worley: **Organisation Development Change** (Thomson)
4. S. Ramnarayan, T.v Rao & kuldeep singh: **Organisation Development Interventions & Strategics** (Response)
5. Daniel Robey & Steven Actman: **Organisation Development** (Macmillan)
6. Kavita Singh: **Organisation Change and Development** (Excel)
7. French, Bell & Zawacki: **Organisation Development andTransformation** (Tata McGraw Hill)

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- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
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405 – Presentation Skills

UNIT-I

Presentations-Need for making presentations-benefits-Types of Presentations-Planning a presentation-Structuring a Presentation-Memory- Memory improvement Techniques.

UNIT-II

Creating Visual Aids-Delivering a Presentation-Body Language.

UNIT-III

Informative Presentation: Contemporary issues from the News Papers and Magazines

Persuasive Presentation: New Product Presentations.

(Each Candidate has to make two presentations in this Course: One Presentation on the Contemporary Issues and another on the Company Products.)

References

1. Asha Kaul: **The Effective Presentation, Talk Your way to Success** (Response)
2. Brian Tracy Speak to Win: **How to Present with Power in any Situation** (American Management)
3. Dale Carnegie : **How to Develop Self-Confidence & Influence People by Public Speaking** (Pocket)
4. Allen Pease : **Body Language** (Sheldon Press)
5. Hedwig Lewis: **Body Language A Guide for Professionals** (Response)
6. Robert M. Sherfield, Rhonda J. Montgomery and Patricia G. Moody : **Developing Soft Skills** (Pearson)

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**408 – VIVA – VOCE (Comprehensive Viva covering all the subjects
of III & IV Semesters including Project work)**

411 – Insurance and Bank Marketing

UNIT-I

Insurance Business in India – Privatization of Insurance Business – Potential for development of - Insurance business – Rural Insurance – Social insurance – Life insurance – Non Life insurance – Insurance products.

UNIT-II

Indian Banking System – Commercial banking – Development banking – Cooperative banking – Banking products.

UNIT-III

Characteristics of banking and insurance Services – Types of customers – Different expectations – Building customer relationships – Positioning.

UNIT-IV

Banking and insurance services development and design – Managing demand and capacity – Competition – Pricing of Services.

UNIT – V

Banking and insurance services delivery – Employee behavior in services delivery – Delivering services through intermediaries and electronic channels – Marketing Communications.

References:

1. Valarie A. Zeithamt, Mary JoBikner, Dwayne D Grenier and Ajay Pandit : **Services Marketing** (McGraw-Hill)
2. R M Srivatsava and Divya Nigam : **Management of Indian Financial Institutions** (Himalaya)

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412 – Rural Marketing

UNIT-I

Rural Marketing – Definition scope and – Significance of rural marketing Growth of urban and rural areas – Difference between urban and rural marketing – Role of rural marketing in economic development.

UNIT-II

Consumer profile and behaviour patterns – Consumer characteristics and influence – Buying

Models – segmentation – positioning – marketing research techniques in rural marketing.

UNIT-III

Product strategy – Decisions with rural orientation and branding and packaging decisions – Innovation, diffusion and adoption – Launching of new product in rural areas.

UNIT-IV

Pricing – Pricing strategies – Price changes and modifications – Distribution – Direct selling- Selling through intermediaters – Role of Co-operatives and other institutions.

UNIT-V

Promotion-Promotional mix with rural orientation – Strategies of personal selling, sales promotion and publicity – Rural advertising.

References:

1. Sukupal singh: **Rural Marketing Management** (Vikas)
2. Bide & Badi: **Rural Marketing** (Himalaya)
3. CSG Krishnamacharyulu and Lalitha :**Rural Marketing** (Pearson)

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413 – International Marketing

UNIT-I

International Marketing - Definition and scope - Challenges of International Marketing - The International Marketing Environment - Economic, Cultural, Political and Legal Environment From GATT to World Trade Organization

UNIT-II

International Marketing Research – Entering International Markets- Product Strategy for International Markets - Building Brands for International Markets.

UNIT-III

Pricing Decisions for International Markets - International logistics and Distribution- Communication Decisions for International Markets - International Marketing of Services.

UNIT-IV

Co-ordinating International Marketing - Planning, Organisation and Control of International Marketing – Information Technology: The internet and International Marketing.

UNIT-V

Framework of Export - Import Policy - International Trade Finance and Risk Management - Export Procedure and Documentation - Institutional Infrastructure for Export Promotion

References:

1. Rakesh Mohan Joshi : **International Marketing** (Oxford)
2. Warren J. **Keegan: Global Marketing Management** (Pearson)
3. Philip R. Cateora and John L. Graham: **International Marketing** (Tata McGraw Hill)
4. Vern Terpstra and Ravi Sarathy: **International Marketing** (Cengage)
5. RL Varshney and B. Bhattacharya: **International Marketing Management :An Indian**

Perspective (Sultan Chand)

6. Subhas C.Jain: **International Marketing** (Thomson)
7. Michael R. Czinkota: **International Marketing** (Cengage)

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414 – Retail Marketing

UNIT – I

An overview of Retail Management: Introduction, Concept and Significance – Types of Retailers – Strategic planning in Retailing.

UNIT – II

Retail site location – Factors influencing the location – Financial strategy in Retailing – Marketing Management issues in retailing – Human Resource Management in Retailing.

UNIT – III

Merchandise Management: Forecasting sales, Developing an assortment plan, Merchandise planning systems, Buying Merchandise – Retail Pricing.

UNIT – IV

Retailing and Information Technology Support Systems – Supply Chain management- Importance of customer service and quality management – Customer Relationship Management.

UNIT – V

Store Management: Managing the store, Store layout, Design and Visual merchandising – Retailing in India; Changes impacting retailing, Common woes in Retailing – Research for Retailing.

References:

1. Chetan Bajaj, Rajnish Tuli and Srivatsva : **Retail Management** (Oxford)
2. Barry Berman & Joel R Evans: **Retail Management A Strategic Approach** (Pearson)
3. Levy, Weitz: **Retailing Management** (Tata McGraw Hill)
4. Suja Nair: Retail Management (Himalaya)

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415 – Industrial Marketing

UNIT-I

Industrial markets - characteristics - Consumer marketing Vs industrial Marketing - Tasks and challenges of industrial marketing - Organising.

UNIT-II

Buyer behaviour - Buying process - Value and Vendor Analysis - Buying centre - Buying practices – Procedures - Product strategy - Product development - Product launching.

UNIT-III

Pricing strategy - List and net prices - Discounts - Competitive bidding Contracts and price implications

UNIT-IV

Promotion strategy – Managing Personal selling – Managing Industrial Advertising- Exhibitions and demonstrations – Brochures - Use of internet.

UNIT-V

Channel management - Channel conflicts – Logistics - Marketing control - Design of control system - Control of Industrial Marketing Operations.

References:

1. Krishna K.Havaladar: **Industrial Marketing** (Tata McGraw Hill)
2. Anderson and Naurus: **Business Marketing Management** (Pearson)
3. Alexander, Cross & Hill: **Industrial Marketing** (Taraporevala)
4. Reeder, Brierty and Reeder: **Industrial Marketing** (Prentice Hall)
5. CSG. Krishnamacharyulu & Lalitha. R: **Industrial Marketing** (Jain)

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416 – Agricultural Marketing

UNIT – I

Role of agriculture in Indian economy – Agriculture output – Growth trends – Technological break through – Green revolution – Constraints of Indian agriculture – History and growth of agricultural marketing in India.

UNIT - II

Types of agricultural products – Grading – Segmentation and targeting – Packaging – Branding Pricing of agricultural products – Subsidies and Incentives – Methods of pricing – Market information – Competition – Pricing problems.

UNIT - III

Characteristics of customers of agricultural products – Behaviour of customers – Customer relationship marketing – Agricultural marketing research.

UNIT – IV

Distribution of agricultural products – Intermediaries – Regulated markets – Government regulations with regard to distribution of agricultural products – Direct marketing – WTO and agricultural marketing.

UNIT – V

Storage of agricultural products – Warehousing – Problems in storage of agricultural products – Promotion of agricultural products – Marketing communication – Advertising – Sales promotion – Personal selling.

Reference:

1. V.S. Ramaswamy and S. Namakumari : **Marketing Management** (Macmillan)
2. S.S.Acharya and N.L. Agarwal : **Agricultural Marketing in India** (Oxford)

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421 – Mergers and Acquisitions

UNIT – I

An overview of corporate restructuring – Value drivers – Due Diligence Process for M & A – Ethical issues in M & A.

UNIT – II

Different forms of mergers – Rationale for mergers and acquisitions – Value creation through mergers and acquisitions – Tax implications – Financing mergers and acquisitions – Merger Negotiations.

UNIT – III

Takeovers – Tender offer – Defensive tactics – Leveraged buyouts – Divestment – Buyback of shares – Employee Stock Ownership Plans – Creeping acquisitions.

UNIT – IV

Regulations for Mergers and Takeovers in India – SEBI Guidelines for takeovers – SEBI Guidelines for buyback of securities – SEBI Guidelines for ESOP.

UNIT – V

Cross border Mergers and Acquisitions: Motivations - Opportunities and Threats – Recent cases.

References:

1. Dr. JC.Verma : **Corporate Mergers, Amalgamation and Takeovers** (Bharat)
2. S. Ramanujam, et al: **Mergers – Issues Implications and Case Laws in Corporate Restructuring** (Tata McGraw Hill)
3. Weston, et al : **Takeovers Restructuring and Corporate Governance** (Pearson)
4. Ravindhar Vadapalli: **Merger Acquisitions and Business Valuation** (Excel)
5. Chandrasekhar Krishnamurti and Viswanath: **Mergers Acquisitions and Corporate Restructuring** (Response)
6. Kevin K. Boeh and Pall W. Beamish: **Mergers and Acquisitions** (Sage)

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422 – Risk Management & Insurance

UNIT – I

Understanding Risk: Types of risk - Risk Management & Control – Risk Management Process – Methods – Cost of Risk – Maximizing Value by Minimizing the Cost – Measuring the Cost of Risk – Risk management by individuals – corporate risk management.

UNIT – II

Risk shifting through limited liability – Liability for actions of employees and other parties – products liability – Environmental liability – Directors and Officers liability.

UNIT – III

Definition of Insurance – Insurable risk – Principles of insurance – Kinds of insurance – Costs and benefits of insurance – Pooling in insurance – Factors that limit the insurability of risk – Reinsurance.

UNIT – IV

Insurance business in India – Framework of insurance business – privatization of insurance business – Insurance Regulatory and Development Authority (IRDA) – Govt. Policy on insurance sector.

UNIT – V

Functions of insurers – Product design and development – Pricing strategy – Insurance intermediaries – Promotion of insurance – IT in insurance.

References:

1. Harrington. Niehaus : **Risk Management & Insurance** (McGraw Hill)
2. George E. Rajda : **Principles of Risk Management & Insurance** (Pearson)
3. James Trieschmann : **Risk Management & Insurance** (Thomson)
4. Dr. P.K. Gupta : **Insurance & Risk Management** (Himalaya)

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423 – Financial Engineering

UNIT – I

Meaning and scope of financial engineering – Tools of financial engineering – factors contributing to the growth of financial engineering.

UNIT – II

Measuring return and Risk – Interest rates and exchange rates.

UNIT – III

Product development – Futures and forwards-options – swaps – fixed income securities – Equity – Hybrid securities.

UNIT – IV

Financial Engineering processes and strategies: Asset/liability Management – Hedging – Corporate Restructuring – Arbitrage and Synthetic Instruments.

UNIT – V

Reverse Mortgage. Teaser loans – sub prime lending collateralised mortgage obligations. Tax driven deals, syndication process.

References:

1. John E. Marshall & Vipul K. Bansal : **Financial Engineering** (Prantice Hall)
2. Jurgen Topper : **Financial Engineering with Finite Elements** (John Wiley)

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424 – International Financial Management

UNIT – I

Multinational Enterprise – International monetary system regimes – IMF – Global financial Markets – Foreign exchange market – Exchange rates.

UNIT – II

Determination of exchange Rates – spot and forward rates – International parity conditions: Purchasing Power Parity - Forward Rate Parity (PPP) and Interest Rate Parity – Fisher open condition.

UNIT – III

Management of Exposure: Economic Exposure – Transaction exposure and Translation exposure – Currency Options and Futures – Currency Swaps.

UNIT – IV

Working Capital management in multinational corporations: Cash Management - Accounts Receivables Management – Short term financing.

UNIT – V

Capital budgeting in multinational Corporations – Cost of Capital and Capital structure of multinational firms – Long-term financing.

References:

1. Eiteman, Stonehill and Moffett : **Multinational Business Financial** (Pearson)
2. Alan C, Shapiro : **Multinational Business Financial Management** (Wiley India)
3. P.G. Apte : **International Financial Management** (McGraw Hill)
4. Jeff Madura : **International Corporate Finance** (Cengage)
5. Thomas J. O'brien: **International Finance** (Oxford)

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425 – Financial Derivatives

UNIT – I

An overview of Financial Derivatives – Types of trades and traders - types of derivatives – uses of derivatives

UNIT – II

Options – Basic principles – Option strategies – option spreads.

UNIT – III

Option Pricing: Black-Scholes option pricing model – Binominal option pricing model – option greeks.

UNIT – IV

Forwards and Futures – Futures Exchanges – Market participants – Clearing house and margins – Futures pricing - Stock Index futures..

UNIT – V

Financial Swaps: Interest rate swaps – Currency swaps – Swap Pricing.

References:

1. David A. Dufofsky and Thomas W. Miller: **Derivatives** (Oxford)
2. John Hull :**Options Futures and other Derivatives** (Pearson)
3. N DVohra and B R Bagri : **Futures and Options** (McGraw Hill)
4. Robert .A. Strong :**Derivatives** (Cengage)
5. Don M. Chance and Robert Brooks :**Derivatives and Risk Management Basics** (Cengage)
6. Jayanth Rama Varma : **Derivatives and Risk Management** (McGraw Hill)

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426 – Portfolio Management

UNIT – I

Portfolio Management: Process of portfolio management of Portfolio Analysis - Portfolio Risk and Return Measurement - Diversification of Risk.

UNIT – II

Portfolio Selection: Feasible set of portfolios - Efficient Frontier - Selection of Optimal Portfolio under Markowitz Model - Sharpe Single Index Model.

UNIT – III

Capital Market Theory: Efficient Market Hypothesis - Capital Asset Pricing Model - Arbitrage Pricing Theory.

UNIT – IV

Performance Evaluation of Portfolio: Need for Evaluation – Methods of Performance Evaluation: Sharpe's, Treynor's and Jensen's Measures of Portfolio Performance.

UNIT – V

Portfolio Revision: Need for Revision – Constraints in Revision – Revision Strategies – Formula Plans – Portfolio Management in India.

References:

1. Donald E. Fischer and Ronald J. Jordan :**Security Analysis and portfolio Management** (Prentice Hall)
2. William F. Sharpe :**Investments** (Prentice Hall)
3. Prasanna Chandra :**Investment Management** (McGraw Hill)
4. Kevin. S :**Security Analysis and Portfolio Management** (Prentice Hall)
5. Frank K. Reilly and Keith C. Brown :**Investment Analysis and portfolio Management** (Cengage)
6. Robert A. Strong: **Portfolio Management** (Jaico)

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431 – HR Accounting and Audit

UNIT – I

HR as assets - Definition of Human Resource Accounting – Introduction to Human Resource Accounting – Human Resource accounting concepts, methods and applications – Human Resources accounting Vs other accounting systems.

UNIT – II

Measuring human resource cost – Investment in employees – Replacement costs – Determination of Human Resource value – Monetary and non – Monetary measurement methods – Return on Investment approach.

UNIT – III

Developing Human Resource Accounting systems – Implementation of Human Resource accounting – Integrated of accounting with other accounting systems – Recent advancements and future directions in Human Resource Accounting.

UNIT – IV

Role of Human Resource audit in business environment – HR Audit objectives – Concepts –Components – Need – Benefits – Importance – Methodology – Instruments – HRD scorecard –Effectiveness of as an instrument – Issues in HR audit – Focus of HRD audit.

UNIT – V

HRD audit report – Concept – Purpose – Role of HR managers and auditors – Report Design – Preparation of report – Use of Human Resource audit report for business improvement – Case studies.

References:Pramanik.A.K M.C. Jain :**Human Resource Accounting** (Jaico)

1. Prakash J, Khanelwal M C, Jain SC :**Human Resource Accounting** (Jaico)
2. T.V.Rao :**HRD Audit** (Response)

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432 –Stress Management

UNIT – I

Stress: Meaning, discovery of stress, General Adaptation Syndrome, inevitability of stress, stress and estruses – Classification of stressors, Physical and emotional stressors – Mind and body relation Impact in the human being – Sources of Stress.

UNIT – II

Stress in college Students challenges, opportunities, coping – Life script formation – Myths and realities of stress experience.

UNIT – III

Stress severity, rating of stressors, and assessment of individual stress – Short term effects of stress, long term effects – Behavior disorders: medical disorders, emotional disorders, cognitive disorders – Personality and stress, type A, B, C and E personalities – Stress in occupation, stress and job performance, Managerial activities and executive stress.

UNIT – IV

Managing stress – Coping responses – Relaxation techniques – Breathing techniques – Mediation – Muscular Relaxation – Bio feedback system – Visualization and imagery – Self Talk – Positive self control – Sleep Management – Exercise and body tune up – Aerobic exercise – Benefit of exercise.

UNIT – V

Assertive Management – Time Management – Professional counseling – Development of B behavior and hardiness – Social Networking – Organizational coping strategies – Healthy mind and life activity – Spiritual outlook and wellness.

References:

1. Walt Schafer: **Stress Management for Wellness** (Thomson)
2. Chares Worth, A. Edward and Nathan G. Ronald: **Stress Management, Comprehensive Guide to Wellness** (Balantine)
3. Hans Seyle: **Stress of life** (McGraw Hill)
4. Lazarus, R.S: Psychological :**Stress and Coping Process** (McGraw Hill)
5. Daniel Girndano, Dorthy Dusek, Georges S. Every: **Controlling stress and Tension** (Pearson)

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433 – Change Management

UNIT-I

Concept of Change, forms of change, need for change, problems of change – Resistance to change, causes for resistance, methods and techniques of overcoming resistance to change

UNIT-II

Elements of planned change, Strategies of planned change, methods and techniques of planned change, environment change process, Role of change agent.

UNIT-III

Consultation process, positioning and functioning of change agent, social and ethical problems in organisational change,

UNIT-IV

Controlling and regulating change, application of behavioural science concepts to organizational change.

UNIT-V

Developing Organization for change – Methods and techniques for assessing readiness for change.

References:

1. Mattel L : **Mastering Change** (New American Library)
2. Gabarrow J.J: **Dynamics of Taking Change** (Harvard Business School)
3. Warren Bennis : **The Planning of Chance** (Rine Hort Winston)
4. Khandwalla P.N: **Fourth EYE – Excellence Through Creativity** (A.H. Wheeler)
5. Rosabeth, M.K: **Change Masters – Corporate Entrepreneurs at Work** (Urwin)
6. Clark: **The Essence of Change** (Prentice Hall)

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434 – Global Human Resource Management

UNIT –I

International Human Resource Management concept, expanding role – Global issues and challenges – Cultural determinants, cross cultural implications.

UNIT – II

Structural dynamics – structural evolution – Global and product division – Strategic frame work.

UNIT –III

International staffing – Nature, Sources, Policies – Training Expatriation –Repatriation.

UNIT – IV

Training and development – Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.

UNIT – V

People Management – USA – Asia: Japan and China – Europe: British, French, Dutch, German, Spanish and Swedish – African – Indian.

References:

1. Dowling P.J : **International Dimension of Human Resource Management** (Thomson)
2. Subba Rao P: **International Human Resource Management** (Himalaya)
3. Adler N.J: **International Dimensions of Organizational Behaviour** (Kent)
4. Rao P.L : **Internal Human Resource Management** (Excel)
5. Tony Edwards & Chris Rees : **International Human Resource Management** (Pearson)

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- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

435 – Leadership Development

UNIT – I

Leadership and management – The nature of leadership – Trait, Behavioural and Contingence approaches.

UNIT – II

Personality and leadership – Values, Attitudes, Charisma – Leadersmind – Emotional Intelligence - Leading with heart and mind, Love and fear – Moral leadership – Courage - Building followers.

UNIT – III

Leader Skill Development - From experience, Communication, Conversation, Assertiveness, Communication feedback, Stress management, Building effective relationship with superiors and peers, goal setting, conducting meetings.

UNIT – IV

Leading effective teams – Leader challenges - Managing team conflict - Power, Influence, leadership - Source of leader power - Asserting and increasing power – Diagnosis – Delegation – Negotiation – Problem solving.

UNIT – V

Leader as social architect – Vision, Mission, Strategic formulation – Shaping culture, Leading change and innovation – Leadership development programme.

References:

1. Daft, Richard: **Leadership** (Cengage)
2. Gary Yukl: **Leadership** (Pearson)
3. Uma Jain, Udai Pareek, Madhukar Shukla: **Developing Leadership for the Global Era** (Mcmillan)
4. Northouse :**Leadership** (Sage)
5. Uma jain pareek, Madhukar Shukla(Ed.) :**Developing leadership for the Global Era** (Macmillan)

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436 – Human Resource Development

UNIT –I

Human resource development concept, evolution, HRM and HRD function, HRD challenges, role of HRD professional.

UNIT – II

HRD need assessment-designing HRD programme – Implementing the programme – Evaluation.

UNIT –III

HRD programme – Employee orientation – Socialization process, realistic job previews, performance management coaching – JIT job rotation – Experiential methods.

UNIT – IV

Employee development – Formal education, assessment, job experience, interpersonal relationship – Career managements – Development – Leadership development – Behaviour modeling – Mentoring – Counseling services.

UNIT – V

Indian experiences – HRD programme for culturally diverse employees

References:

1. Desimone, Werner & harris: **Human Resource development** (Thomson)
2. Raymond A Noe : **Employee Trainee Development** (Tata McGraw Hill)
3. R. Krishnaveni : **Human Resource Development** (Excel)
4. Tripathi P.C : **Human Resource Development** (Sultan Chand & Sons)
5. Uday Kumar Halder : **Human Resource Development** (Oxford)

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441 – Systems Control and Audit

UNIT – I

Information Systems Auditing: Need - Foundations - Audit Risks-Types of Audit Procedures - Steps in an Audit

UNIT – II

An overview of: Top Management Controls -Systems Development Management Controls - Programming Management Controls.

UNIT – III

An overview of: Data Resource Management Controls - Security Management Controls - Operations Management Controls - Quality Assurance Management Controls-Boundary Controls-Input Controls - Processing Controls - Output Controls.

UNIT – IV

Evidence collection and Evidence Evaluation: Audit Software- Code Review and Code Comparison- Concurrent Auditing Techniques.

UNIT – V

Evaluating Asset safeguarding and data integrity-Evaluating System effectiveness and efficiency – Managing the Information Systems Audit function.

References:

1. Ron Weber: **Information Systems Control and Audit** (Pearson Education)
2. Warren J.Donald, Lynn W. Edelson, and Xenia ley parker: **Handbook of IT Auditing**,
(Gorham & Lamont)

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442 – Distributed Intelligence

UNIT-I

Introduction - Data communication, Networks protocols and standards, line configuration, Topology, Transmission mode, categories of Networks.

UNIT-II

OSI preference model - Model, Functions of the layers, Encoding.

UNIT-III

Transmission - Digital Data Transmission, interface standards, Modems, Transmission media: - Guided media and unguided media. Multiplexing, Error detection and correction.

UNIT-IV

ISDN - Services & History OSI Layers, TCP/IP

UNIT-V

Net Working and Inter net working.

References:

1. Behrouz A. **Forouzan: Data Communications and Net Working** (Tata McGraw Hill)
2. Bertsekas & Gallages : **Data Networks** (Prentice -Hall)
3. William A. Shay: **Understanding Data Communications & Networks** (Vikas)

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443 – Data Mining and Data Warehousing

UNIT – I

Introduction to data warehousing; Needs, Goal & Problems phases of development. Developers, and users perspective, Data warehouse team.

UNIT – II

Logical Design: Types of data in warehouse, data warehouse databases Vs operational databases, design strategies.

UNIT – III

Data warehouse vs data mart, integrity constraints. Physical design: VLDB, NLS, Query parallelism, Query optimization, Table – space segregation. Star schema implementation, Dual Schema access approach.

UNIT – IV

Moving data into the data warehouse, SQL Loader, Imported export. Indexing the data warehouse, Backup, recovery and security.

UNIT – V

Data mining: Introduction - Data loading, Benefits of Data Mining – Data Mining Techniques – Data Mining solutions – Web mining.

References:

1. Michael J. Corey, Michael Abbey : **Data Warehousing Oracle** (Tata McGraw Hill)
2. Tan : **Introduction to Data Mining** (Pearson)
3. Dunham / Sridhar : **Data Mining Introduction and Advanced Topics** (Pearson)
4. Shawkat Ali : **Data Mining** (Cengage)

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444 – Enterprise Resource Planning

UNIT – I

Introduction to ERP: - BPR Vs ERP, Evolution, benefits and limitations of ERP, Phases of ERP and other enterprise applications.

UNIT – II

ERP – Related Techniques: Open source and wireless technologies. Supply chain Management – ERP – II and Gap Analysis, ERP in Small and Medium Enterprises.

UNIT – III

Enterprise systems Architecture ERP Modules – Finance, Plant maintenance, Quality Management, Materials Management, Marketing and HR. ERP issues in Indian markets and in different countries.

UNIT – IV

ERP Implementation life cycle – Future trends. ERP Products: SAP, Microsoft, people soft and oracle and their impact on enterprise applications.

UNIT – V

ERP Applications. Success / Failure Factors of ERP Implementation. Implementation Strategies.

Reference:

1. Motiwala : **Enterprise Systems for Management** (Pearson)
2. Alexis Leon: **Enterprise Resource Planning** (Tata McGraw Hill)
3. Vivod Kumar Garg and NK. Venkaita Krishnan: **E.R.P. Concepts & Practices** (Prentice Hall)
4. Sai Kumar ML: **Enterprise Resources Planning** (Institute)
5. Rahul V. Altekhar: **Enterprise Resource Planning** (Prentice Hall)
6. Ashimsingla : **Enterprise Resource Planning** (Cengage)

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445 – Data Communication and Network Analysis

UNIT-I

Introduction - Data communication, Networks protocols and standards, line configuration, Topology, Transmission mode, categories of Networks.

UNIT-II

OSI Reference model - Model, Functions of the layers, Encoding.

UNIT-III

Transmission - Digital Data Transmission, interface standards, Modems, Transmission media: - Guided media and unguided media. Multiplexing, Error detection and correction.

UNIT-IV

ISDN - Services & History, TCP/IP

UNIT-V

Net Working and Inter net working Derives.

References:

1. Behrouz A. Forouzan: **Data Communications and Net Working** (Tata McGraw Hill)
2. Bertsekas & Gallages: **Data Networks** (Prentice –Hall)
3. Michael A. Gallo: **Computer Communications and Networking Technologies** (Cengage)

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446 – E- Business

UNIT – I

From E - Commerce to e-Business, Structural Transformation, Flexible Business designs.
Trend spotting - Time, Self service, ease of use, outsourcing.

UNIT –II

E-Business design - strategy of design - phases: building, capability evaluation
E-Business design.

UNIT – III

E- Business Architecture - Customers Relationship Management, Selling-chain
Management – supply- chain Management- e-Procurement.

UNIT –IV

Knowledge tone Applications - Next generation D.S.S Business Model- Suitability, Pitfalls
and Consumer preferences.

UNIT – V

Development E – Business design, strategy formulation, E – Business Applications.

References:

1. Ravi Ralakota and Maina Robinson: **E – Business** (Pearson)
2. Davechaffey : **E – Business and Ecommerce Management** (Pearson)
3. Napier Jud, Rivers and Wagnern: **Creating a E – Business** (Cengage)

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447 – Customer Relationship Management

Unit – I

Conceptual Foundations of CRM – Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship selling concept.

Unit - II

CRM in Consumer Markets – Customer Service and Contact Centres for CRM – Customer Satisfaction and Loyalty – Customer acquisition, Retention and Development – Complaint Management – Sales Force Automation.

Unit – III

Technological Tools for CRM – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.

Unit – IV

Managing CRM Project – Planning CRM Programme –Technological and Operational Issues in implementing CRM – Benefits and barriers to CRM.

Unit - V

Customer Relationship Quality Management – Designing an Effective Relationship Management System – CRM Road blocks: Privacy and Ethics – Future of CRM.

References:

1. Roger J. Baran : **Customer Relationship Management** (Cengage)
2. G. Shainesh & Jagadish N Sheth: **Customer Relationship Management A Strategic Perspective** (Macmillan)
3. John W Gosney and Thomas P Boehm: **Customer Relationship Management Essentials** (Prentice Hall)
4. Peelan : **Customer Relationship Management** (Pearson)

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