



Dr.B.R.Ambedkar University, Srikakulam

**Revised Syllabus for P.G. Courses with
Choice Based Credit System (CBCS)
for the academic year 2015-16**

MASTER OF BUSINESS ADMINISTRATION

CP 101: PERSPECTIVES OF MANAGEMENT

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

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

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

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

- *Staffing –Recruitment - Selection - Training - Performance Appraisal.*

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

Unit- V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management – *Corporate Governance – Business Ethics – Green Management*

(Case Study is compulsory in all Units)

Suggested Books:

1. P. Subba Rao, Management Theory and Practice, Himalya Publication Ltd
2. T. Ramaswamy, Principles of Management, Himalya Publication Ltd
3. A.Pardhasardhy&R.SatyaRaju: Management Text and Cases, Prentice Hall of India.
4. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
5. Heinz Weihrich& Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND
6. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
7. RW Griffin, Management: Principles and Applications, Cengage,New Delhi
8. PremVrat,KKAhuja& PK Jain, Management Cases, Vikas, New Delhi
9. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
10. Peter F Drucker, The Practice of Management, McGraw Hill

102: ACCOUNTING FOR MANAGEMENT

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

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

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

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

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

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

Case Study is compulsory in all Units.

Suggested Books:

1. I.M.Pandey: Management Accounting Vikas Publishing House.ND
2. Jawahar Lal-Accounting for Management-Himalaya Publishing House
3. Marriot, Introduction to Accounting, Sage Response Books.
4. Hug Coombs and David Hobbs and Elis Jenkins, Management Accounting: Principles and Applications, Sage Response Books.
5. I.Madu Gowda-Accounting for Management –Himalaya Publishing House
6. T.P.Ghosh: Fundamentals of Management Accounting, Excel Publications.
7. Chakraborty, Hrishikesh-Management Accountancy, Oxford University
8. N.M.Singhvi, Management Accounting, Text and Cases, Prentice Hall
9. Paresh P.Shah, Management Accounting, Wiley India, New Delhi Publications.
10. Horngren, C.T., introduction of Management Accounting,, Prentice Hall of India.
11. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.

12. J.C.Varshney: Financial and Management Accounting, Wisdom Publication.
13. Horngren Sundem Stratton management Accounting, Prentice Hall
14. Sekhar-Management Accounting, Oxford.

103: BUSINESS ENVIRONMENT

Unit-I: Business: Nature, Characteristics, scope and objectives. Business Environment: Components and Significance-Economic Scope- Cultural, Political, Technological and external Factors influencing Business Environment –Internal and International factors. Emerging trends in Indian Business Environment.

Unit-II: Industrial Policies-1956, 1991 New Economic Policy Liberalization, Privatization, and globalization Perspectives of New Economic Policy-subsequent Policy statements- Regulations.

Unit-III: Indian Companies-Competitiveness, Challenges. Competition Act 2002 Corporate Social Responsibilities, Ethics in Business-. Corporate Governance.

Unit-IV: Financial Environment: Monetary and Fiscal policies-Financial Market Structure: Capital market, Stock Exchanges-Labour welfare and social security.

Unit-V: External sector: Foreign trade, Balance of payments, Trade in Services, Foreign Direct Investments. WTO provisions and India.

Suggested Books:

- 1.Francis Cherunilam: Business Environment-Text 7 Cases
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. K.Aswathappa, Essentials of business Environment –Himalaya Publishing House
4. M.Adhikari, Economic Environment Management of Business.
5. Misra & Puri, Economic Environment for Business –Himalaya Publishing House
- 6.Pandey G.N., Environmental Management, Vikas Publishing House.
7. Misra & puri, Indian Economy-Himalaya Publishing House
8. Raj Agarwal: Business Environment, Excel Publications.
9. Govt. of India, Latest Economic Survey.

104 MANAGERIAL ECONOMICS

Objective: *The objective of this course is to enable the students to understand economic concepts and demand, economic optimisation and their application in management decision-making*

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

Unit II – Demand Analysis: Demand-Meaning, Determination of Demand, Demand Function; Law of Demand; Elasticity of Demand – Price, Income, Cross., Demand Forecasting, Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III – Production Analysis: Production Function –Law of Variable Proportions, Isoquants and Is cost Curves, and Returns to Scale; Cobb-Douglass production function and Constant Elasticity of substitution– Cost concepts, short run and long run cost curves and Cost Oriented Pricing Methods.

Unit IV – Market Analysis: Price and Output Determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition – Profit – Meaning and Profit Theories – Profit Planning – Measurement.

Unit V – Economic Optimization: Economic Problems and Optimization Techniques – Unconstrained and Constrained Optimization., *Macro concepts - trade cycle, inflation, monetary and physical policies.*

Suggested Books:-

1. Dean, Joel: Managerial Economics, PHI.
2. Peterson H.Craig, Lewis W.Chris and Jain Sudhir K.Managerial Economics, person Education, 2006.
3. Trivedi M.L: Managerial Economics, Theory and Applications, Tata Mcgraw Hill Publishing Company, 2002.
4. Suma Damodaran - Managerial Economics, Oxford University press.
5. Mehta, P.L: Managerial Economics, text and Csaed, S.Chand & Co.
6. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
7. Attmanad; Managerial Economics, Excel publications.
8. G.S.Gupt, Macro Economics:- Theory and Applications, Tata McGraw Hill.
9. Dwivedi, D.N.Macro Economics: Theory and Applications, Tata McGraw Hill

105: MANAGERIAL COMMUNICATION SKILLS

Objective: to develop good communication skills in students for their future jobs and endeavours in the corporate world.

Unit –I: Role of Communication in Business – Objectives, Process of Communication– HCP– Media of Communication, Written, Oral, Visual Communication and Audio Visual Communication – Silence – Developing Listening Skills – Improving Non – Verbal Communication skills – Understanding Cultural Effects of Communication.

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

Unit – III: Managing Motivation to Influence Interpersonal Communication – Inter Personal

Perception – Role of Emotion in Inter Personal Communication – Communication Style –

Barriers of Communication – Gateways to Effective Interpersonal Communication.

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

Unit – V: Report Writing – Meaning and Significance; Structure of Report; Special reporting; formal and Informal Report, Organization of Press Report.

(At least one Case Study shall be discussed from each of the above five Units)

(Record work and Practical Activity is compulsory)

Suggested Books:

2. C.S.Rayudu, Communication – Himalaya Publishing House.
3. Biswajit Das: Business Communication Personality Development, Excel
4. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
5. Hormai, Pradan, Business Communication - Himalaya Publishing House.
6. Urmila Rai & S.M.Rai, Business Communication, Himalaya Publishers.
7. Meenalshi Raman – Business Communication Oxford University Press.
8. Parag Diwan: Business Communication, Excel Publications.
9. Lesikar I Flatley, Basic Business Communication, Tata MacMillan
10. Nageswara Rai, Communication Skills – Himalaya Publishing House.

106: ORGANIZATION BEHAVIOUR

Objective: Students acquaint with the knowledge of how organizations work and why people behave as they do in work settings. Students can improve ability to analyse and understand organizational situations in terms of OB theories and concepts. It Improve skills in reacting appropriately to organizational situations using OB concepts. Subject also improves ability to create and maintain healthy and productive work environments.

Unit I: Organisation Behaviour – Definition, Scope-Fundamental Concepts of OB – Elements of OB – Contribution to various disciplines to OB – Foundation of Individual Behaviour, Values, Attitude, Job Satisfaction, Personality, Perception, Emotion.

Unit – II: Motivation – Definition - Theories of Motivation – Group Dynamics and Teams –Leadership – Difference between a Leader and a Manager - Styles of Leadership – Managerial Grid.

Unit – III: Conflict – Definition - Functional and Dysfunctional Conflict – Organizational Conflict – Causes and Consequences – Conflict Resolution Techniques – Conflict Continuum – Transactional Analysis – Johari Window.

Unit – IV: Organizational Change and Development – Change - Nature of Change – Change Options – Change Process – Resistance to Change – Individual Resistance and Group Resistance – Overcoming Resistance to Change - Organizational Development. – O D Interventions.

Unit – V: Organizational Culture – Creating an Ethical Organization – Stress – Source of Stress– Principles of Stress Management - Organizational Effectiveness.
(At least one Case Study shall be discussed from each of the above five Units)

Recommended Books:

Stephen P Robbin Organizational Behaviour
Fred Luthan Organizational Behaviour
Keith Daddvis Human Behaviour at Work
Mc Shane and Von Glinow Organizational Behaviour
Udai Pareek Understanding Organizational Behaviour
HERSEY Paul & Ken Blanchard Management of Organizational Behaviour
P.S.Rao Management of Organizational Behaviour
Suja R Nair Organizational Behaviour: Text and Cases
Robin Finchman & Peter Rhodes Principal of Organizational Behaviour
R.Satya Raju & A Parthasarathy Management: Text and cases
K.Aswanthappa Organizational Behaviour
Arun Kumar & N Meenakshi Organizational Behaviour
M N Mishra Organizational Behaviour



Dr. B. R. AMBEDKAR UNIVERSITY, SRIKAKULAM

General Regulations relating to

POST GRAUDATE AND PROFESSIONAL COURSES
Syllabus under Credit Based Semester System

(with effect from 2009-2010)

1. Candidates seeking admission for the Masters/Professional Degree Courses shall be required to have passed the qualifying examination prescribed for the course of any University recognized by Dr. B.R. Ambedkar University, Srikakulam as equivalent there to
2. The course and scope shall be as defined in the Scheme of Instruction and syllabus prescribed.
3. The course consists of 2/4/6 semesters, @ two semesters/year, unless otherwise specified.
4. The candidates shall be required to take an examination at the end of each semester of the study as detailed in the Scheme of Examination. Each semester theory paper carries a maximum of 100 marks, of which 85 marks shall be for semester-end theory examination of the paper of three hours duration and 15 marks shall be for internal assessment
4. (a) Internal Assessment for 15 Marks: Two mid-term exams, one conventional (descriptive) and the second – ‘on-line’ with multiple choice questions for each theory paper shall be conducted. The average of these two mid-term exams shall be taken as marks obtained for the paper under internal assessment. If any candidate appears for only one mid-term exam, the average mark, dividing by two shall be awarded. If any candidate fails to appear for both the mid term exams of a paper, only marks obtained in the theory paper shall be taken into consideration for declaring the result. Each mid-term exam shall be conducted only once.
4. (b) Candidates shall be declared to have passed each theory paper if he/she obtains not less than E Grade i.e., an aggregate of 40 % of the total marks inclusive of semester-end and internal assessment marks in each paper.
5. A candidate appearing for the whole examination shall be declared to have passed the examination if he/she obtains a Semester Grade Point (SGP) of 5.0 and a CGPA of 5.0 to be declared to have passed the Course.
6. Notwithstanding anything contained in the regulations, in the case of Project Report/Dissertation/ Practical/Field Work/Viva-voce etc., candidates shall obtain not less than D grade, i.e., 50% of marks to be declared to have passed the examination.

7. ATTENDANCE: Candidates shall put in attendance of not less than 75% of attendance, out of the total number of working periods in each semester. Only such candidates shall be allowed to appear for the semester-end examination.
7. (a) A candidate with attendance between 74.99% and 66.66% shall be allowed to appear for the semester-end examination and continue the next semester only on medical and other valid grounds, after paying the required condonation fee.
7. (b) In case of candidates who continuously absent for 10 days without prior permission on valid grounds, his/her name shall automatically be removed from the rolls.
7. (c) If a candidate represents the University at games, sports or other officially organized extra-curricular activities, it will be deemed that he/she has attended the college on the days/periods
8. Candidates who put in a minimum of 50% attendance shall also be permitted to continue for the next semester. However, such candidates have to re-study the semester course only after completion of the course period for which they are admitted. The candidate shall have to meet the course fees and other expenditure.
9. Candidates who have completed a semester course and have fulfilled the necessary attendance requirement shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the semester-end examination, at their own cost.

Such candidates may be permitted to appear for the particular semester-end examination only in the following academic year; they should reregister/ reapply for the Semester examination.

The above procedure shall be followed for all the semesters

10. Candidates who appear and pass the examination in all the papers of each and every semester at first appearance only are eligible for the award of Medals/Prizes/Rank Certificates
11. BETTERMENT: Candidates declared to have passed the whole examination may reappear for the same examination to improve their SGPA, with the existing regulations without further attendance, paying examination and other fees. Such reappearance shall be permitted only within 3 consecutive years from the date of first passing the final examination. Candidates who wish to appear thereafter should take the whole examination under the regulations then in vogue.
12. The semester-end examination shall be based on the question paper set by an external paper-setter and there shall be double valuation for post-Graduate courses. The concerned Department has to submit a panel of paper-setters and examiners approved by the BOS and the Vice-chancellor nominates the paper-setters and examiners from the panel.
13. In order to be eligible to be appointed as an internal examiner for the semester-end examination, a teacher shall have to put in at least three years of service. Relaxation of service can be exempted by the Vice-Chancellor in specific cases.
14. If the disparity between the marks awarded in the semester-end examination by internal and external examiners is 25% or less, the average marks shall be taken as the mark obtained in the

paper. If the disparity happens to be more, the paper shall be referred to another examiner for third valuation. In cases of third valuation, of the marks obtained either in the first or second valuation marks, whichever is nearest to the third valuation marks are added for arriving at the average marks.

15. Candidates can seek revaluation of the scripts of the theory papers by paying the prescribed fee as per the rules and regulations in vogue.
16. The Project Report/Dissertation/ Practical/Field Work/Viva-voce etc shall have double valuation by internal and external examiners.
17. A Committee comprising of the HOD, one internal teacher by nomination on rotation and one external member, shall conduct viva-voce examination. The department has to submit the panel, and the Vice-chancellor nominates viva-voce Committee.
18. Grades and Grade Point Details (with effect from 2009-10 admitted batches)

S. No	Range of Marks	Grade	Grade Points
1.	> 85 %	O	10.0
2.	75 % – 84 %	A	9.0
3.	67 % - 74 %	B	8.0
4.	58 % - 66 %	C	7.0
5.	50 % - 57 %	D	6.0
6.	40 % - 49 %	E	5.0
7.	< 39 %	F (Fail)	0.0
8.	Incomplete: <i>(Shall be upgraded from E to O Grade on subsequent appearance of the same semester. The corresponding Grade Points will be awarded)</i>	I	

19. Calculation of **SGPA** (Semester Grade Point Average) & **CGPA** (Cumulative Grade Point Average):

For example, if a student gets the grades in one semester A,A,B,B,B,D in six subjects having credits 2(S1), 4(S2), 4(S3), 4(S4), 4(S5), 2(S6), respectively. The SGPA is calculated as follows:

$$\text{SGPA} = \frac{\{ 9(A) \times 2(S1) + 9(A) \times 4(S2) + 8(B) \times 4(S3) + 8(B) \times 4(S4) + 8(B) \times 4(S5) + 6(D) \times 2(S6) \}}{\{ 2(S1) + 4(S2) + 4(S3) + 4(S4) + 4(S5) + 2(S6) \}} = \frac{162}{20} = 8.10$$

- i. A student securing 'F' grade thereby securing 0.0 grade points has to appear and secure at least 'E' grade at the subsequent examination(s) in that subject.
- ii. If a student gets the grades in another semester D, A, B, C, A, E, A, in seven subjects having credits 4(S1), 2(S2), 4(S3), 2(S4), 4(S5), 4(S6), 2(S7) respectively,

$$\text{SGPA} = \frac{\{6(\text{D}) \times 4(\text{S1}) + 9(\text{A}) \times 2(\text{S2}) + 8(\text{B}) \times 4(\text{S3}) + 7(\text{C}) \times 2(\text{S4}) + 9(\text{A}) \times 4(\text{S5}) + 5(\text{E}) \times 4(\text{S6}) + 9(\text{A}) \times 2(\text{S7})\}}{\{4(\text{S1}) + 2(\text{S2}) + 4(\text{S3}) + 2(\text{S4}) + 4(\text{S5}) + 4(\text{S6}) + 2(\text{S7})\}} = \frac{162}{22} = 7.36$$

$$\text{CGPA} = \frac{(9 \times 2 + 9 \times 4 + 8 \times 4 + 8 \times 4 + 6 \times 2 + 6 \times 4 + 9 \times 2 + 8 \times 4 + 7 \times 2 + 9 \times 4 + 5 \times 4 + 9 \times 2)}{(20 + 22)} = \frac{324}{42} = 7.71$$

- a) A candidate has to secure a minimum of 5.0 SGPA for a pass in each semester in case of all PG and Professional Courses. Further, a candidate will be permitted to choose any paper(s) to appear for improvement in case the candidate fails to secure the minimum prescribed SGPA/CGPA to enable the candidate to pass at the end of any semester examination.
- b) There will be no indication of pass/fail in the marks statement against each individual paper.
- c) A candidate will be declared to have passed if a candidate secures 5.0 CGPA for all PG and Professional Courses.
- d) The Classification of successful candidates is based on **CGPA** as follows:
 - i) **Distinction** –CGPA 8.0 or more;
 - ii) **First Class** –CGPA 6.5 or more but less than 8.0
 - iii) **Second Class** –CGPA 5.5 or more but less than 6.5
 - iv) **Pass** –CGPA 5.0 or more but less than 5.5
- e) Improving CGPA for betterment of class will be continued as per the rules in vogue.
- f) CGPA will be calculated from II Semester onwards up to the final semester. CGPA multiplied by “10” gives aggregate percentage of marks obtained by a candidate.



Dr. B. R. AMBEDKAR UNIVERSITY, SRIKAKULAM

ANNEXURE – I
Eligibility

<i>COURSE</i>	<i>Qualifying Examination for Admission</i>
Master of Business Administration	Any Degree

ANNEXURE – II

Master of Business Administration (M.B.A.) SCHEME OF INSTRUCTION

First Semester:

Course No.	Title of the Paper	Compulsory	No. of Periods of Instruction per Week
101	PERSPECTIVE OF MANAGEMENT	Compulsory	5
102	ACCOUNTING FOR MANAGEMENT	Compulsory	5
103	BUSINESS ENVIRONMENT	Compulsory	5
104	MANAGERIAL ECONOMICS	Compulsory	5
105	MANAGERIAL COMMUNICATION SKILLS	Compulsory	5
106	ORGANIZATION BEHAVIOUR	Compulsory	5
107	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	Compulsory	5

Second Semester:

Course No.	Title of the Paper	Compulsory	No. of Periods of instruction per Week
201	Marketing Management	Compulsory	5
202	Financial Management	Compulsory	5
203	Human Resource Management	Compulsory	5
204	Operations Management	Compulsory	5
205	Corporate Legal Framework	Compulsory	5
206	Computer Applications in Management	Compulsory	5
207	Research Methodology for Management	Compulsory	5

Third Semester:

Course No.	Title of the Paper	Compulsory/Elective	No.of Periods of instruction per Week
301	Business policy and Strategic Management	Compulsory	5
302	Operations Research	Compulsory	5
303	International Business	Compulsory	5
304(A)	Consumer Behaviour & Customer Relationship Management (MM)	Elective	5
304 (B)	Financial Markets and Services (FM)	Elective	5
304(C)	Industrial Relations (HRM)	Elective	5
305(A)	Sales and Distribution Management (MM)	Elective	5
305 (B)	Security Analysis and Portfolio Management (FM)	Elective	5
305(C)	Compensation Management and Welfare Administration (HRM)	Elective	5

Fourth Semester:

Course No.	Title of the Paper	Compulsory/Elective	No.of Periods of instruction Per Week
401	Entrepreneurship and Small Enterprise Management	Compulsory	5
402(A)	Services Marketing Management (MM)	Elective	5
402(B)	Financial Derivatives (FM)	Elective	5
402(C)	Performance Management and Counselling (HRM)	Elective	5
403(A)	Advertising and Brand Management (MM)	Elective	5
403(B)	Strategic Financial Management (FM)	Elective	5
403 (C)	Strategic Human Recourse Management (HRM)	Elective	5
404(A)	Global Marketing (MM)	Elective	5
404(B)	International Financial Management (FM)	Elective	5
404(C)	Inter National Human Resource Management (HRM)	Elective	5

In each semester, the student has to attend group discussions, business quiz, seminars, role plays, just a minute (JAM) etc., conducted by the Department. The course offers three specializations, viz., (A) Marketing Management, (B) Financial Management and (C) Human Resource Management. Under dual specialization mode, the Candidate has to choose one specialization out of specializations offered. The Department decides one of the specializations compulsory based on job opportunities in the market. The students shall have to do a project work in the related fields of the course in reputed Organizations/ Companies/ Laboratories etc., for a period of two months at the end of IV Semester. The candidate has to submit the project work dissertation and shall give a seminar on the work done during the project time (Under the supervision of a faculty member) and shall attend for a Viva –Voce conducted at the time of final examinations. During all the four semesters the medium of instruction and writing examination is ENGLISH only.

Annexure - III
Scheme of Examination as per Credit System

First Semester:

Course No.	Title of the Paper	Credit Points	Max. Marks.	Double Valuation (Internal + External)	Internal Assessment
101	PERSPECTIVE OF MANAGEMENT	4	100	85	15
102	ACCOUNTING FOR MANAGEMENT	4	100	85	15
103	BUSINESS ENVIRONMENT	4	100	85	15
104	MANAGERIAL ECONOMICS	4	100	85	15
105	MANAGERIAL COMMUNICATION SKILLS	4	100	85	15
106	ORGANIZATION BEHAVIOUR	4	100	85	15
107	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	4	100	85	15
Total		28	700	595	105

Second Semester:

Course No.	Title of the Paper	Credit Points	Max. Marks.	Double Valuation (Internal + External)	Internal Assessment
201	Marketing Management	4	100	85	15
202	Financial Management	4	100	85	15
203	Human Resource Management	4	100	85	15
204	Operations Management	4	100	85	15
205	Corporate Legal Frame Work	4	100	85	15
206	Computer Applications in Management	4	100	85	15
207	Research Methodology for Management	4	100	85	15
Total		28	700	595	105

Third Semester:

Course No.	Title of the Paper	Credit Points	Max. Marks.	Double Valuation (Internal + External)	Internal Assessment
301	Business policy and Strategic Management	4	100	85	15
302	Operation Research	4	100	85	15
303	International Business	4	100	85	15
304(A)	Consumer Behaviour & Customer Relationship Management (MM)	4	100	85	15
304 (B)	Financial Markets and Services (FM) or	4	100	85	15
304 (C)	Industrial Relations (HRM)				
305(A)	Sales and Distribution Management (MM)	4	100	85	15
305 (B)	Security Analysis and Portfolio Management (FM) or	4	100	85	15
305 (C)	Compensation Management and Welfare Administration(HRM)				
	Total	28	700	595	105

Fourth Semester:

Course No.	Title of the Paper	Credit Points	Max. Marks.	Double Valuation (Internal + External)	Internal Assessment
401	Entrepreneurship and Small Enterprises management	4	100	85	15
402(A)	Services Marketing Management (MM)	4	100	85	15
402(B)	Financial Derivatives (FM) or	4	100	85	15
402(C)	Performance Management and Counselling (HRM)				
403(A)	Advertising and Brand Management (MM)	4	100	85	15
403(B)	Strategic Financial Management (FM) or	4	100	85	15
403(C)	Strategic Human Recourse Management (HRM)				
404(A)	Global Marketing (MM)	4	100	85	15
404(B)	International Financial Management (FM) or	4	100	85	15
404(C)	Inter National Human Resource Management (HRM)				
	Project Work	4	100	100	--
	Viva-voce	--	100	100*	--
		32	900	795	105

* Single Valuation by Viva-Voce committee.

Total Marks: - First, Second, Third & Fourth Semesters put together: $700+700+700+900 = 3000$

Total Credits:-First, Second, Third & Fourth Semesters put together: $28+28+28+32 = 116$

**DR. B.R.AMBEDHKAR UNIVERSITY SRIKKAKULAM.
ETCHERLA**

MBA Degree Examination

SYLLABUS

SEMESTER I

101: PERSPECTIVE OF MANAGEMENT

Unit I: Evolution of Management Thought-Concept, Functions and Principles of Management-Social Responsibilities of Management.

Unit II: Planning Importance and types of Plans, Planning Premises and Forecasting, Techniques, Decision making Process-Decision Tree Analysis.

Unit III: Organization-Importance, formal and Informal – Departmentation - Delegation of Authority, Centralization and Decentralization - Span of Management - Line and Staff Relationships

Unit-VI: Directing/ Leading – Importance - Supervision, Leadership-Theories and Styles - Maslow and Herzberg Theories of Motivation

Unit- V: Control - Definition and Process of Control - Techniques of Control - Total Quality Management.

(At least one Case Study shall be discussed from each of the above five Units)

Recommended Books:

1. P.SubbaRao-Management Theory & Practice- Himalaya Publishing House
2. David R Hapton, Management, Tata McGraw Hill Publishing Company, New Delhi
3. T.Ramaswami-Principles of Management – Himalaya Publishing House
4. Koontz H and Weihrich-Essentials of Management, McGraw Hill, New York
5. S.A.Sherlekar-Management-Himalaya Publishing House
6. R.Satya Raju and A.Parthasaradhi-Management: Text and Cases, PHI, New Delhi
7. Juran J.M-Leadership for Quality, Free Press, New York
8. Peter F Drucker-The Functions of Management Heinemann, London
9. Manmohan.Prasad-Management Concepts and Practices-Himalaya Publishing House
10. Stoner James, A.F., Freeman Edward and Gilbert Daniel, R.-Management prentice Hall of India, New Delhi
11. Tripathi and Reddy –Principles of Management, Tata McGraw Hill, New Delhi

Journals

Harvard Business Review; Indian Management; Management Review; Vikalpa; Decision; ASCI Journal of Management;

SEMESTER I

102: ACCOUNTING FOR MANAGEMENT

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

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

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

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

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

Suggested Books:

1. I.M.Pandey: Management Accounting Vikas Publishing House.ND
2. Jawahar Lal-Accounting for Management-Himalaya Publishing House
3. Marriot, Introduction to Accounting, Sage Response Books.
4. Hug Coombs and David Hobbs and Elis Jenkins, Management Accounting: Principles and Applications, Sage Response Books.
5. I.Madu Gowda-Accounting for Management –Himalaya Publishing House
6. T.P.Ghosh: Fundamentals of Management Accounting, Excel Publications.
7. Chakraborty, Hrishikesh-Management Accountancy, Oxford University
8. N.M.Singhvi, Management Accounting, Text and Cases, Prentice Hall
9. Paresh P.Shah, Management Accounting, Wiley India, New Delhi Publications.
10. Horngren, C.T., introduction of Management Accounting,, Prentice Hall of India.
11. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
12. J.C.Varshney: Financial and Management Accounting, Wisdom Publication.
13. Horngren Sundem Stratton management Accounting, Prentice Hall
14. Sekhar-Management Accounting, Oxford.

SEMESTER I
103: BUSINESS ENVIRONMENT

Unit-I Business Environment: Components and Significance-Economic Scope- Cultural, Political, Technological and external Factors influencing Business Environment –Internal and International factors.

Unit-II: Structure of Indian Economy; Economic systems-Economic Planning-Five years Plans with reference to Public, Private, Joint and Cooperative Sectors Development.

Unit-III: Industrial Policies-1956, 1991 New Economic Policy Liberalization, Privatization, and globalization Perspectives of New Economic Policy-subsequent Policy statements-Regulations.

Unit-IV: Indian Companies-Competitiveness, Changes and Challenges, Sustainable Development, Social Responsibilities, Ethics in Business-Competition Act 2002-Emerging trends in Indian Business Environment.

Unit-V: Financial and Labour Environment, Monetary and Fiscal policies-Financial Market Structure-Stock Exchanges-Industrial Financing institutions-Labour Legislation-Trade Unions-EXIT Policy –Quality circles.

Suggested Books:

1. Francis Cherunilam: Business Environment-Text 7 Cases
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. K. Aswathappa, Essentials of business Environment –Himalaya Publishing House
4. M. Adhikari, Economic Environment Management of Business.
5. Misra & Puri, Economic Environment for Business –Himalaya Publishing House
6. Pandey G.N., Environmental Management, Vikas Publishing House.
7. Misra & Puri, Indian Economy-Himalaya Publishing House
8. Raj Agarwal: Business Environment, Excel Publications.
9. Govt. of India, Latest Economic Survey.

SEMESTER I
104 MANAGERIAL ECONOMICS

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

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

Unit III – Production Analysis: Production Function –Law of Variable Proportions, Isoquants and Is cost Curves, Least Cost Combination, and Returns to Scale; - Cobb-Douglas Production Function and Constant Elasticity of Substitution – Cost concept and Cost Oriented Pricing Methods.

Unit IV – Market Analysis: Price and Output Determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition – Profit – Meaning and Profit Theories – Profit Planning – Measurement.

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

Suggested Books:

1. Dean, Joel: Managerial Economics, PHI.
2. Peterson H.Craig, Lewis W.Chris and Jain Sudhir K.Managerial Economics, person Education, 2006.
3. Trivedi M.L: Managerial Economics, Theory and Applications, Tata Mcgraw Hill Publishing Company, 2002.
4. Suma Damodaran - Managerial Economics, Oxford University press.
5. Mehta, P.L: Managerial Economics, text and Csaed, S.Chand & Co.
6. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing
7. Attmanad; Managerial Economics, Excel publications.
8. G.S.Gupt, Macro Economics:, Theory and Applications, Tata McGraw Hill.
9. Dwivedi, D.N.Macro Economics: Theory and Applications, Tata McGraw Hill

SEMESTER I

105: MANAGERIAL COMMUNICATION SKILLS

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Jerry C.Wofford, Edwin A. Gerloff and Robert C.Cummins, Organisational Communication – The Key Stone of Managerial Effectiveness.
2. C.S.Rayudu, Communication – Himalaya Publishing House.
3. Biswajit Das: Business Communication Personality Development, Excel
4. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
5. Hormai, Pradan, Bbusiness Communication - Himalaya Publishing House.
6. Urmila Rai & S.M.Rai, Business Communication, Himalaya Publishers.
7. Meenalshi Raman – Business Communication Oxford University Press.
8. Bovee, Thill and Schatzman: Business Communication, Today: Person
9. Parag Diwan: Business Communication, Excel Publications.
10. Lesikar I Flatley, Basic Business Communication, Tata MacMillan
11. Nageswara Rai, Communication Skills – Himalaya Publishing House.
12. Mohan – Developing Communication Skills MacMillan

SEMESTER I

106: ORGANIZATION BEHAVIOUR

Unit I: Organisation Behaviour – Definition, Scope-Fundamental Concepts of OB – Elements of OB – Contribution to various disciplines to OB – Foundation of Individual Behaviour, Values, Attitude, Job Satisfaction, Personality, Perception, Emotion.

Unit – II: Motivation – Definition - Theories of Motivation – Group Dynamics and Teams – Leadership – Difference between a Leader and a Manager - Styles of Leadership – Managerial Grid.

Unit – III: Conflict – Definition - Functional and Dysfunctional Conflict – Organizational Conflict – Causes and Consequences – Conflict Resolution Techniques – Conflict Continuum – Transactional Analysis – Johari Window.

Unit – IV: Organizational Change and Development – Change - Nature of Change – Change Options – Change Process – Resistance to Change – Individual Resistance and Group Resistance – Overcoming Resistance to Change - Organizational Development. – O D Interventions.

Unit – V: Organizational Culture – Creating an Ethical Organization – Stress – Source of Stress – Principles of Stress Management - Organizational Effectiveness.

(At least one Case Study shall be discussed from each of the above five Units)

Recommended Books:

Stephen P Robbin	Organizational Behaviour
Fred Luthan	Organizational Behaviour
Keith Daddvis	Human Behaviour at Work
Mc Shane and Von Glinow	Organizational Behaviour
Udai Pareek	Understanding Organizational Behaviour
HERSEY Paul & Ken Blanchard	Management of Organizational Behaviour
P.S.Rao	Management of Organizational Behaviour
Suja R Nair	Organizational Behaviour: Text and Cases
Robin Finchman & Peter Rhodes	Principal of Organizational Behaviour
R.Satya Raju & A Parthasarathy	Management: Text and cases
Neeraj kumar	Organizational Behaviour
K.Aswanthappa	Organizational Behaviour
Arun Kumar & N Meenakshi	Organizational Behaviour
M N Mishra	Organizational Behaviour

SEMESTER I

107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Unit – I Functions, Linear, Quadratic, Logarithmic and Exponential Function – Permutations And Combination – Matrices – Solving system of Equations with Matrix Methods Differentiation and Integration of Simple Functions and their Applications.

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

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

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

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

Suggested Books:

1. .K.V.Sivayya and K.Satya Rao Business Mathematics.
2. Anand. Sharma, Quantitative, Techniques for, Decision – Making Himalaya Publishing House.
3. Nagar, Das – Basic Statistics,Oxford University press.
4. . C.R.Reddy, Sharma, Quantitative, Techniques for, Management dDecision - Himalaya Publishing House.
5. Levin, Krehbiel and Berenson, Business: A first course, pearson Education Asia.
6. Bharadwaj, R.K. Sharma, Quantitative, Techniques for, Business Managers - Himalaya Publishing House.
7. Shenoy, Sarma and Srivatsava, Sharma, Quantitative, Techniques for, Management, New Age (International) Pvt.Ltd.
8. N.D.Kothari, , Quantitative, Techniques in Management, Tata McGraw Hill 2001.
9. S.P.Gupta Statistical Methods for Management.
10. Pulak, Chekravarty, , Quantitative, Methods for, Management and Economics - Himalaya Publishing House.

II SEMESTER

201: MARKETING MANAGEMENT

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

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

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

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

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

Unit – V : Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations and Public Relations : Competitive Marketing Strategies- Emerging Trends in Marketing.

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India/ Pearson Education, New Delhi.
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. V.J.Ramaswami and S. Namakumari: Marketing Management, Macmillan Business Books, Delhi.
4. Rajan Sexena, Marketing Management: Text cases in Indian Context.
5. S. Jayachandran Marketing Management, Text and Cases, Excel Publications.
6. Palmer – Introduction to Marketing, Oxford University Press.
7. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
8. Zinkota & Kotabe : Msrketing Management , Prentice Hall of India.
9. Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi.

II SEMESTER

202: FINANCIAL MANAGEMENT

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

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Pandey IM - Financial Management, Oxford University Press.
2. Prasanna Chandra - Financial Management, Tata McGraw Hill.
3. MacMillan, Jim - Financial Management, Oxford University Press.
4. Paresh P.Shah, Financial Management, Wiley India New Delhi.
5. Khan & Jain - Financial Management, Tata McGraw Hill.
6. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
7. Ravi M Kishore - Financial Management, Taxman Publications.
8. Keown, Martin, Petty & Scott, Jr., - Financial Management, Prentice Hall of India.
9. Vyuptakesh Sharn Fundamentals of Financial Management, Pearson Education.
10. RM Srivasthava: Financial Management and Policy, Himalaya Publication.

II SEMESTER

203: HUMAN RESOURCE MANAGEMENT

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

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

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

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

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

Unit –V: Managing Industrial Relations – Trade Unions – Employee Participation Schemes – Collective Bargaining – Marketing Knowledge Workers.

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Venkata Raman C.S., and Srivastiva BK Personnel / Human Resource Management, Tata McGraw Hill.
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi..
3. N.K.Singh / Human Resource Management, Excel Publications.
4. Jyothi - / Human Resource Management, Pearso Education, New Delhi.
5. Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
6. P.Subba Rao , Human Resource Management Himaliya ,Mumbai
7. Ghosh, HRD and Management ,Vikas
8. R.Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson

II SEMESTER

204: OPERATIONS MANAGEMENT

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

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Panner Selvem, Production and Operation Management, Prentice Hall of India.
2. Chunnawals, Production & Operation Management Himalaya, Mumbai
3. Kanishka Bedi, Production & Operation Management, University Press.
4. Upendra Kachru: Operation Management, Excel Publications.
5. Adam, E.E& Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall
6. Chary , S.N.Production and Operation Management, New Delhi, Tata McGraw Hill

II SEMESTER

205: CORPORATE LEGAL FRAMEWORK

Objective: to assist the students in understanding basic laws affecting the operations of a business enterprise.

Unit-I: Importance of Commercial Law – The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration –Free Consent –Legality of Object –Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

Unit-II: The Sales of Goods Act: Introduction to Act – Distinction Between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller. The Consumer Protection Act, 1986: Introduction to Act – Consumer Right –Machinery for Reddresal of Consumer Grievances.

Unit-III: Contract of Agency: Meaning and Nature of Agency – Kinds of Agents –Creation of Agency- Duties and Rights of Principal –Duties and Rights Agents Principal’s Liability for the Acts of the Agent- Personal Liability of Agent –Termination of Agency.

Unit – IV: The Negotiable Instruments Act, 1881 – Characteristics of Negotiable Instruments – Kinds of a Negotiable Instrument – Endorsement – Presentation of Negotiable Instrument – Discharge of a Negotiable Instrument. The Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

Unit-V: The Cornpones Act, 1956-Nature and Types of Companies – Formation – Memorandum of Association – Articles of Association – Kinds of Shares – Duties of Directors – Winding up.

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books

1. S.S. Gulshan: Business Law, Excel Publications.
2. Babsal: Business and Corporate Law, Excel Publications.
3. S.S.Gulshan , G.K/Kapoor, Business Law New Age International.
4. Tulsian: Business Law, Tata McGraw Hill, New Delhi.
5. Autar Singh – Mercantile Law, Eastern Publishers.
6. M.C Kuchhal, Business Laws, Vikas Publishers.
7. S.N.Maheswari & Swned K.Maahavari, Commercial Laws, Mayoor Paper Backs, Noida.
8. Bul Chandani K.R:Business Law for Management, Himalaya Publications

II SEMESTER 206 COMPUTER APPLICATIONS IN MANAGEMENT

Objective: to equip students with the basic information technologies available for improving managerial performance.

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

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

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

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

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

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

Exercises in the above area is a must

Suggested Books:

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

II SEMESTER

207: RESEARCH METHODOLOGY FOR MANAGEMENT

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

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

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

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

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

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

Suggested Books:

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

III SEMESTER

301: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective: to enlighten the students with the Business Policy and the Process of the Strategic Management

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Ansoff H. Igor , Implanting Strategic Management , Prentice.
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Upendra Kachru : Strategic Management Concepts and Cases, Excel
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey , Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.
9. Charles W.L.Hill and Gareth R.Jones, Strategic Management: An Integrated Approach, Wiley India, New Delhi.
10. Fred R.David, Strategic Management, Prentice Hall of India.

III SEMESTER

302: OPERATIONS RESEARCH

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

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Anand Sharma, Operations Research, Himalaya Publishing House, 2004.
2. Operations Research: Kantiswarup, P.K.Gupta and Manmohan, Sultan Chand & Sons, 2001.
3. Operations Research: Dr.S.D.Sharma, Kedar Nath Ram Nath & Co, 2002.
4. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd., 2002.
5. Franks S.Buknick Mcleavey, Richard Mojena, Principles of Operations Research for Management, AITBS publishers, 2002.
6. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons, 2001.
7. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition, 2004.
8. JK Sharma Operation Research – Theory and Applications, MacMillan

III SEMESTER

303: INTERNATIONAL BUSINESS

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

III SEMESTER

MARKETING MANAGEMENT SPECIALIZATION

MM 304(A) – CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.
2. Leen G. Schiffman and L.H.Kanuk: Consumer Behaviour, Pearson Education.
3. Kazmi : Consumer Behaviour, Excel Publishers.
4. H.Peer Mohammed: Customer Relationship Management, Vikas.
5. Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.
6. Mukesh Chaturvedi and Abhivan Chaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.
7. Deon – Buyer Behaviour, Oxford University Press.
8. Henry Assael: Consumer Behaviour, Willey India, New Delhi.

III SEMESTER

Financial Management Specialisation

FM 304(B): FINANCIAL MARKETS AND SERVICES

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. I.M.Bhole, Financial Institutions and Market, Tata McGraw Hill.
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. Vasant Desai, Indian Financial System, Himalaya Publisher.
4. Benton E.G., Financial Intermediaries An Introduction:
5. Edminister R.D., Financial Institution, Markets and Management:
6. Verma, J.C.A Manual of Merchant Banking
7. West Lake, M, Factoring.
8. N.Vinayakan, A Profile of Indian Capital Market
9. Meir Khan – Financial Institutions and Markets, Oxford Press.

III SEMESTER

Human Resource Management Specialisation

HRM 304(C): INDUSTRIAL RELATIONS

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

III SEMESTER

MARKETING MANAGEMENT SPECIALIZATION

MM 305(A): SALES AND DISTRIBUTION MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
3. With am. C. Moncrief and Shamnon. H.ship – Sales Management, Strategy, Technology, skills by Addison Wesley.
4. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
5. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
6. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
7. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
8. Panda – Sales & Distribution Management, Oxford University Press.
9. Grand Stewart, Successful Sales Management: How to Make Your Team the Best, Universities Press (India) Ltd.
10. Matin Khan: Sales and Distribution Management, Excel Publishers.
11. Aftab Alam Sales and Distribution Management, Wisdom Publication.

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III SEMESTER
Financial Management Specialisation

FM 305(B): SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

1. Donald E.Fischer, Ronald J.Jordan, Security Analysis and Portfolio Management; Prentice Hall of India.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.
3. S. Kevin, Security Analysis and Portfolio Management, Prentice Hall of India.
4. S. Kevin, Portfolio Management, Prentice Hall of India.
5. J.C. Francis, Investments – Analysis and Management, McGraw Hill Int.
6. Khatri – Investment Management and Security Analysis, MacMillan.
7. Avadhani, VA, SAPM, Himalaya Publishers.
8. Bhalla, VK Investment Management, S.Chand.
9. Punitavathy Pandian, SAPM, Vikas
10. Preeti Singh, Investment Management, Himalaya Publishers.

III SEMESTER

Human Resource Management Specialisation HRM 305 (C): COMPENSATION MANAGEMENT AND WELFARE ADMINISTRATION

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

IV Semester

401: ENTREPRENEURSHIP AND SMALL ENTERPRISE MANAGEMENT

Objective: to expose the students to the growth of entrepreneurship in developing countries and acquaint with the establishment and running of a new enterprise

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Mathew, J. Manimala, Entrepreneurship Theory at the Crossroads, Wiley India, New Delhi.
2. Tabarrok – Entrepreneurial Economics, Oxford University Press.
3. C.V.Bakshi, Entrepreneurship Development, Excel Publications.
4. Balaraj Singh: Entrepreneurship Development, Wisdom Publications.
5. Jain, Hand Book of Entrepreneurs, Oxford University Press.
6. Madhurima Lal: Entrepreneurship, Excel Publications.
7. Eric A Morse, Cases in Entrepreneurship, Sage Response Books.
8. Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House

IV Semester

MARKETING MANAGEMENT SPECIALIZATION

MM 402(A): SERVICES MARKETING MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

IV Semester

FINANCIAL MANAGEMENT SPECIALIZATION

FM 402(B): FINANCIAL DERIVATIVES

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

IV Semester

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

HRM 402(C): PERFORMANCE MANAGEMENT AND COUNSELLING

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

IV Semester

MARKETING MANAGEMENT SPECIALIZATION

MM – 403(A): ADVERTISING AND BRAND MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

IV Semester

FINANCIAL MANAGEMENT SPECIALIZATION

FM 403(B): STRATEGIC FINANCIAL MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
2. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
3. James T.Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.
4. Van Horn, JC, Financial Management and Policy, Prentice Hall.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.
6. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
7. Pandey IM, Financial Management, Vikas.
8. Shiva Ramu, S., Corporate Growth through Mergers & Acquisitions, Response Books (A Division of Sage Publications).
9. Khandawalla, PN, Innovative Corporate Turnarounds, Sage Publications.

IV Semester

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

HRM 403(C): STRATEGIC HUMAN RESOURCE MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
2. Nadler – competing by Design, Oxford University Press.
3. Ramaswamy – Managing Human Resources – A Contemporary, Oxford University Press.
4. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
5. Srinivas R.Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.

IV Semester

MARKETING MANAGEMENT SPECIALIZATION

MM 404(A): GLOBAL MARKETING

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

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

IV Semester

FINANCIAL MANAGEMENT SPECIALIZATION

FM 404(B): INTERNATIONAL FINANCIAL MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
2. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
3. A.K.Seth, International Financial Management, Galgotia Publishing Company.
4. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
5. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
6. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.
8. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
9. Jain – International Financial Management, MacMillan.
10. Thomas J.O’ Brien – International Financial Economics, Oxford.

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IV Semester

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

HRM 404(C): INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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

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

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

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

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

(At least one Case Study shall be discussed from each of the above five Units)

Suggested Books:

1. Anne-Wil Harzing & Joris Van Ruyssveldt (eds.), International Human Resource Management – Sage Publications, New Delhi.
2. Peter J. Dowling: International Human Resource Management, Excel Publications.
3. Tayeb – International HRM, Oxford University Press
4. C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
5. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

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**MODEL QUESTION PAPER
MBA DEGREE EXAMINATIONS**

COURSE IN: _____

SEMESTER _____

PAPER No. _____ **& TITLE:** _____
TIME: 3 Hrs **Max Marks: 85**

SECTION – A

Answer any FIVE questions

Each answer shall not exceed one page or 200 words

1. **(5 x 4 = 20)**
- A.
 - B.
 - C.
 - D.
 - E.
 - F.
 - G.
 - H.

SECTION – B

Answer ALL questions

Each answer shall not exceed four page or 800 words

2. **(5 x 10 = 50)**
- UNIT-I**
- Or
- 3.
- UNIT-II**
4. Or
- 5.
- UNIT-III**
6. Or
- 7.
- UNIT-IV**
8. Or
- 9.
- UNIT-V**
10. Or
- 11.

SECTION – C

CASE STUDY- Compulsory

Answer shall not exceed five page or 1000 words

(1 x 15 =15)