

## RULES AND REGULATIONS OF M.B.A. PROGRAMME – 2010

The Master of Business Administration (M.B.A.) is a Post-Graduate course offered as:

- I. Two-year i.e., four semester Full time Day programme
- II. Three year, i.e., six semester Part-time programme offered to Working Executives and employees.

### 1. ELIGIBILITY CONDITIONS

#### 1.1 M.B.A. (Day)

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

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

#### 1.2 M.B.A. (Evening)

Candidate seeking admission into Part-Time M.B.A. (Evening) Programme has to satisfy the following Conditions:

1. Must be a Bachelor Degree holder of Osmania University or a Degree recognized by the university as equivalent thereto and/ (or) as per the Rules laid down by the University.
2. The candidate seeking admission must qualify in the entrance examination conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
  - a. Must have at least Two years experience in Executive / Managerial /Administrative/ Supervisory position in any organization after obtaining the Bachelor Degree.  
Or
  - b. Officers / Executives / Engineers working with any Government / Quasi govt. /Autonomous bodies / Local authorities/ teachers working in academic institutions with post-bachelor's experience of 2 years.  
Or
  - c. Officers of the Defence Forces / Establishments holding Administrative/ Executive post with not less than 2 years experience after obtaining Bachelor degree.
3. The candidate should submit Service certificate and No Objection Certificate from the present employer.

Note: The Work experience of Two years should be completed as on the Date of Admission into MBA programme.

## 2. Instruction Schedule:

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

Duration of instruction : 14 – 16 Weeks

Preparation Holidays : 7-10 Days

## 3. Rules of Attendance:

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

## 4. Promotion Rules

A student will be promoted subject to the following rules:

### 4.1 I Semester to II Semester:

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

### 4.2 II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) for both day and evening programs and should have passed at least 50% of Theory courses of I & II Semesters put together. (Viva Voce and Lab courses not considered for this purpose)

### 4.3 III Semester to IV Semester:

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

### 4.4 IV Semester to V Semester: (Applicable for MBA Evening Programme only)

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the cases of medical exemption) and should have passed at least 50% of Theory courses of I, II, III & IV Semesters put together. (Viva Voce and Lab courses not considered for the purpose)

### 4.5 V Semester to VI Semester: (Applicable for MBA Evening Programme only)

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the term (65% in the cases of medical exemption) and having registered for the University Examination.

## Cancellation of Admission

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

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

Or

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

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA program and 6 years in case of part time MBA (evening) 3 year program.

#### 5. Project Work:

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

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

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

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

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

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

Grade A	- 70% and above Marks
Grade B	- 60% and above but below 70% Marks.
Grade C	- 50% and above but below 60% Marks.
Grade D	- 40% and above but below 50% Marks.
Grade E (Fail)	- Below 40% Marks (Fail)

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

Each of the Theory Courses of the MBA Programme shall have instructional workload of 5 periods of 60 Minutes duration per week in addition to mentoring and project work. The Instructional workload for each of the Practical and Lab Courses shall be 2 Periods of 60 Minutes duration per week.

#### 8. Evaluation System:

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 80% marks for university examination and 20% marks for internal examination.

4. In case of courses where practical/lab component is involved, of the total 100 marks, 60% marks are for university examination, 20% marks are for internal evaluation and 20% marks are for practical/lab examination.
5. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (Day and Evening) Programme.

#### 9. Conduct Of Examinations:

At the end of Odd numbered semesters viz., I, III and V, examinations for these Semesters and IV (Day) and VI (Evening) will be conducted. The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

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

#### 10. Rule For Offering Electives:

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

#### 11. Award Of Degree And Division:

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

- |                               |   |
|-------------------------------|---|
| 1st Division with Distinction | - 70% and above of aggregate marks.               |
| 1st Division                  | - 60% and above but below 70% of aggregate marks. |
| 2nd Division                  | - 50% and above but below 60% of aggregate marks. |
| Pass Division                 | - 40% and above but below 50% of aggregate marks. |

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

#### 12. Readmission For Pursuing Additional Elective Courses:

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

- a. The additional elective must be pursued in the same college in which the student studied and completed the MBA Programme.
- b. The admission must be done within four weeks of the commencement of the III / V Semester.

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

- (a) Total number of credits at the end of fourth semester (MBA-Day) =  $28 + 28 + 24 + 32 = 112$
- (b) Total number of credits at the end of sixth semester (MBA-Eve) =  $20 + 20 + 16 + 16 + 16 + 24 = 112$

#### 14. Electives (Major and Minor):

MBA Programme offers Electives (Specialization) as Major and Minor. For example, a student wants to Major in Finance and Minor in Marketing. In such case, student needs to study the Major subjects of Finance elective (Investment Management (3<sup>rd</sup> Semester), Financial Risk Management (4<sup>th</sup> Semester) and one subject each from the minor of 3<sup>rd</sup> and 4<sup>th</sup> semesters of both Finance and Marketing respectively. The similar rule is applicable for MBA (Eve) programme in 5<sup>th</sup> and 6<sup>th</sup> semesters respectively.

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

Following is the criteria to award CGPA:

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

Grade Point	Division to be awarded
0.00 to 3.99	Fail division
4.00 to 4.99	Pass Division
5.00 to 5.99	Second Division
6.00 to 6.99	First Division
7.00 to 10.00	First with Distinction

Note: First with distinction will be awarded only when candidate completes the course within the stipulated period (2 years in case of day programme and 3 years in the case of (Evening)) and single attempt without any backlog and improvement.

#### 16. Example of calculating CGPA:

The following example may be considered for calculating CGPA.

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

Example-2: Assume that student has secured 1700 out of 2600. Then the CGPA of the student will be  $\% (1700/2600) = 65.38\%$  (or) 6.5 CGPA, Which falls under First Division.

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

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

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

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

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

As per the University norms student needs to study one subject each in the third and fourth semesters outside the MBA department. However, the CBCS is not applicable for MBA (Eve) programme and private affiliated colleges.

#### 18. General Clause:

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

Department of Business Management (Faculty of Management)

Osmania University, Hyderabad-7

MBA (Day) Semester-wise structure of the syllabus

1<sup>st</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Max. Marks (IA + UE)	No. of Credits
1.1	Management and Organizational Behaviour	5	20+80	4
1.2	Managerial Economics	5	20+80	4
1.3	Financial Accounting and Analysis	5	20+80	4
1.4	Marketing Management	5	20+80	4
1.5	Statistics for Management	5	20+80	4
1.6	Business Law and Environment	5	20+80	4
1.7	1.7.1. IT Applications for Business	5	20+60	4
	1.7.1.1: Information Technology – Lab	2	20	--

Note – 1: Maximum total number of marks = 700

2: The total number of credits at the end of the first semester = 28

2<sup>nd</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Marks (IA + UE)	No. of Credits
2.1	Human Resource Management	5	20+80	4
2.2	Business Process Reengineering	5	20+80	4
2.3	Financial Management	5	20+80	4
2.4	Research for Marketing Decisions	5	20+80	4
2.5	Operations Research	5	20+80	4
2.6	Operations Management	5	20+80	4
2.7	Decision Support Systems	5	20+80	4

Note – 1: Maximum total number of marks at the end of second semester = 700+700 = 1400

2: The total number of credits at the end of the second semester = 28+28 = 56

### 3<sup>rd</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Marks (IA + UE)	No. of Credits
3.1	Total Quality Management	5	20+80	4
3.2	International Business	5	20+80	4
3.3	Managerial Communication * (CBCS)	5	20+80	4
3.4	Finance (Students are required to select any one subject from Minor in addition to Major)			
	3.4.1 Investment Management (Major)	5	20+80	4
	3.4.2 Strategic Management Accounting (Minor)	5	20+80	4
	3.4.3 International Finance (Minor)	5	20+80	4
3.5	Human Resource Management (Students are required to select any one subject from Minor in addition to Major)			
	3.5.1 Compensation Management (Major)	5	20+80	4
	3.5.2 Organizational Development (Minor)	5	20+80	4
	3.5.3 Leadership and Change Management (Minor)	5	20+80	4
3.6	Marketing (Students are required to select any one subject from Minor in addition to Major)			
	3.6.1 Product and Brand Management (Major)	5	20+80	4
	3.6.2 Promotion and Distribution Management (Minor)	5	20+80	4
	3.6.3 Marketing Engineering (Minor)	5	20+80	4
3.7	Systems (Minor)			
	3.7.1. Relational Database Management Systems (RDBMS)	5	20+60	4
	3.7.1.1: RDBMS – Lab(Oracle)	2	20	--

Note – 1: Maximum total number of marks at the end of 3<sup>rd</sup> semester: 700+700+600=2000

2: The total number of credits at the end of the third semester = 28+28+24=80

3: \*CBCS applicable to only MBA Day Programme of UCC&BM only.

4<sup>th</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Marks (IA + UE)	No. of Credits
4.1	Strategic Management	5	20+80	4
4.2	Supply Chain Management	5	20+80	4
4.3	Entrepreneurial Development (CBCS)	5	20+80	4
4.4	Finance (Students are required to select any one subject from Minor in addition to Major)			
	4.4.1 Financial Risk Management (Major)	5	20+80	4
	4.4.2 Banking and Insurance (Minor)	5	20+80	4
4.5	4.4.3 Financial Services and Systems (Minor)	5	20+80	4
	Human Resource Management (Students are required to select any one subject from Minor in addition to Major)			
	4.5.1 Performance Management (Major)	5	20+80	4
4.6	4.5.2 Labour Laws and Employee Relations (Minor)	5	20+80	4
	4.5.3 Talent and Knowledge Management (Minor)	5	20+80	4
	Marketing (Students are required to select any one subject from Minor in addition to Major)			
4.7	4.6.1 Consumer Behaviour (Major)	5	20+80	4
	4.6.2 Services and Retail Marketing (Minor)	5	20+80	4
	4.6.3 Customer Relationship Management (Minor)	5	20+80	4
4.8	Systems (Minor)			
	4.7.1. E – Business	5	20+80	4
4.9	Mentor & Project work	5	100	4
	Viva – Voce (Comprehensive)		100	4

Note:

1. Maximum total number of marks at the end of 4<sup>th</sup> semester = 700+700+600+600 = 2600
2. The total number of credits at the end of the fourth semester = 28+28+24+32 = 112
3. The maximum pass mark for each subject shall be 40. However, student needs to secure a minimum of 40% marks in the University Examination.

IA: Internal Assessment

UE: University Examination



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MBA (Evening) Semester-wise structure of the syllabus

1<sup>st</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Max. Marks (IA + UE)	No. of Credits
1.1	Management and Organizational Behaviour	5	20+80	4
1.2	Managerial Economics	5	20+80	4
1.3	Financial Accounting and Analysis	5	20+80	4
1.4	Marketing Management	5	20+80	4
1.5	Statistics for Management	5	20+80	4

Note – 1: Maximum total number of marks = 500

2: The total number of credits at the end of the 1<sup>st</sup> semester = 20

2<sup>nd</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Marks (IA + UE)	No. of Credits
2.1	Human Resource Management	5	20+80	4
2.2	Business Process Reengineering	5	20+80	4
2.3	Financial Management	5	20+80	4
2.4	Research for Marketing Decisions	5	20+80	4
2.5	Operations Research	5	20+80	4

Note – 1: Maximum total number of marks at the end of 2<sup>nd</sup> semester = 500 + 500 = 1000

2: The total number of credits at the end of the 2<sup>nd</sup> semester = 20 + 20 = 40

### 3<sup>rd</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Max. Marks (IA + UE)	No. of Credits
3.1	Business Law and Environment	5	20+80	4
3.2	3.2.1 IT Applications for Business	5	20+60	4
	3.2.1.1: Information Technology – Lab	2	20	--
3.3	Total Quality Management	5	20+80	4
3.4	International Business	5	20+80	4

Note – 1: Maximum total number of marks at the end of 3<sup>rd</sup> semester = 500+500+400=1400

2: The total number of credits at the end of the 3<sup>rd</sup> semester = 20 + 20 +16 =36

### 4<sup>th</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Marks (IA + UE)	No. of Credits
4.1	Operations Management	5	20+80	4
4.2	Decision Support Systems	5	20+80	4
4.3	Supply Chain Management	5	20+80	4
4.4	Entrepreneurial Development	5	20+80	4

Note– 1: Maximum total number of marks at the end of 4<sup>th</sup> semester = 500+500+400+400=1800

2: The total number of credits at the end of the 4<sup>th</sup> semester = 20+20+16+16 = 52

5<sup>th</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Marks (IA + UE)	No. of Credits
5.1	Managerial Communication	5	20+80	4
5.2	Finance (Students are required to select any one subject from Minor in addition to Major)			
	5.2.1 Investment Management (Major)	5	20+80	4
	5.2.2 Strategic Management Accounting (Minor)	5	20+80	4
	5.2.3 International Finance (Minor)	5	20+80	4
5.3	Human Resource Management (Students are required to select any one subject from Minor in addition to Major)			
	5.3.1 Compensation Management (Major)	5	20+80	4
	5.3.2 Organizational Development (Minor)	5	20+80	4
	5.3.3 Leadership and Change Management (Minor)	5	20+80	4
5.4	Marketing (Students are required to select any one subject from Minor in addition to Major)			
	5.4.1 Product and Brand Management (Major)	5	20+80	4
	5.4.2 Promotion and Distribution Management (Minor)	5	20+80	4
	5.4.3 Marketing Engineering (Minor)	5	20+80	4
5.5	Systems (Minor)			
	5.5.1 Relational Database Management Systems (RDBMS)	5	20+60	4
	5.5.1.1: RDBMS – Lab(Oracle)	2	20	--

Note–1: Maximum total number of marks at the end of 5<sup>th</sup> semester = 500+500+400+400+400 = 2200

2: The total number of credits at the end of the 5<sup>th</sup> semester = 20+20+16+16+16 = 88

6<sup>th</sup> Semester

Subject -Code	Subject Name	No. of teaching hours per week	Marks (IA + UE)	No. of Credits
6.1	Strategic Management	5	20+80	4
6.2	Finance (Students are required to select any one subject from Minor in addition to Major)			
	6.2.1 Financial Risk Management (Major)	5	20+80	4
	6.2.2 Banking and Insurance (Minor)	5	20+80	4
6.3	6.2.3 Financial Services and Systems (Minor)	5	20+80	4
	Human Resource Management (Students are required to select any one subject from Minor in addition to Major)			
	6.3.1 Performance Management (Major)	5	20+80	4
6.4	6.3.2 Labour Laws and Employee Relations (Minor)	5	20+80	4
	6.3.3 Talent and Knowledge Management (Minor)	5	20+80	4
	Marketing (Students are required to select any one subject from Minor in addition to Major)			
6.5	6.4.1 Consumer Behaviour (Major)	5	20+80	4
	6.4.2 Services and Retail Marketing (Minor)	5	20+80	4
	6.4.3 Customer Relationship Management (Minor)	5	20+80	4
6.6	Systems (Minor)			
	6.5.1 E – Business	5	20+80	4
6.7	Mentor & Project work	5	100	4
	Viva – Voce (Comprehensive)		100	4

Note:

1. Maximum total number of marks at the end of 6<sup>th</sup> semester = 500+500+400+400+400+400=2600
2. The total number of credits at the end of the 6<sup>th</sup> semester = 20+20+16+16+16+24= 112
3. The maximum pass mark for each subject shall be 40. However, student needs to secure a minimum of 40% marks in the University Examination.

IA: Internal Assessment

UE: University Examination

## 1.1: Management and Organizational Behavior

### Unit – I:

Managers and Management – Meaning – Role of managers – Processes of management – Historical roots of contemporary management practices.

### Unit – II:

Organizational behavior – Nature and levels of organizational behavior – Individuals in organization – individual differences – Personality and ability – The Big 5 Model of personality – organizationally relevant personality traits. The nature of perception – characteristics of the perceiver, target and situation – perceptual problems.

### Unit – III:

Foundations of planning – Types of plans–Approaches to planning – Planning in dynamic environment. Organizational designs and structures – traditional and contemporary organizational designs. Organizational culture and ethical behavior – factors shaping organizational culture–creating an ethical culture.

### Unit – IV:

Motivation–early and contemporary theories of motivation. Leadership – early and contemporary approaches to leadership. Groups and group development – turning groups into effective teams. Managing change – process, types and challenges.

### Unit – V:

Power, Politics, Conflict and Negotiations–Sources of individual, functional and divisional Power. Organizational politics. Conflict – causes and consequences – Pondy's model of organizational conflict–conflict resolution strategies. Communicating effectively in organizations – communication process–barriers to communication–overcoming barriers to communication–persuasive communication–communication in crisis situations.

### Suggested Books:

1. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", Published by Pearson Education Inc.
2. Jon L Pierce and Donald G. Gardner, "Management and Organizational behavior", Cengage Learning India (P) Limited.
3. Richard Pettinger, "Organizational Behaviour", 2010 Routledge.
4. Dipak Kumar Bhattacharya, "Organizational Behavior, Concepts and Applications", Oxford
5. K. Aswathappa, "Organizational behavior", Himalaya Publishing House.
6. R. Satya Raju and A. Parthasarathy, "Management", 2009, PHI Learning (P) Limited.
7. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, "Organizational Behaviour", 10<sup>th</sup> edition, Wiley India Edition.
8. Karminder Ghuman and K. Aswathappa, "Management", Tata McGraw Hill. New Delhi.
9. Arun Kumar and N. Meenakshi, "Organizational Behavior, A modern approach", Vikas
10. VSP Rao, "Organizational Behavior", 2009, Excel, New Delhi.
11. Jai B.P. Sinha, "Culture and Organizational Behavior", 2008, Sage Publications.
12. Stephen P. Robbins, Jennifer George and Gareth Jones, "Management and Organizational Behaviour", Pearson Education Inc.
13. Dr. S. S. Khanka, "Organizational behavior", S. Chand.
14. Sarma VS Veluri, "Organizational Behaviour", Jaico Publishing House.
15. RS Dwivedi, "Human Relations and Organizational behavior", Macmillan.
16. BPP, "Organization and Behavior", Viva Books.

## 1.2: Managerial Economics

### Unit – I: Nature & Scope of Managerial Economics:

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal concept in economics. Economics of information: Risk, Uncertainty, Asymmetry of information, Adverse Selection, Market Signaling. The theory of firm; Econometric Models & Economic optimization.

### Unit – II: Demand & Supply Analysis:

Basis for demand and supply. Market demand and supply functions and curves. Market equilibrium. Consumer behavior and rational choice: cardinal and ordinal approaches of consumer utility. Maximization of consumer utility by the technique of indifference curves and budget lines. Corner solution and consumer surplus. International convergence of tastes. Demand Sensitivity Analysis: Price, Income & cross elasticity's of demand. Managerial applications of elasticity are of demand.

### Unit – III: Production and Cost Analysis:

Production Function; Laws of diminishing returns to a factor. Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphic method. Expansion path and ridge lines. Productivity Measurement Output elasticity. Economies & Diseconomies of scale. Economies of scope. Learning curve. Estimation of production function: Cobb Douglas and CES Production functions. Cost analysis: Economic & Accounting Costs. Role of time in cost-analysis. Minimum of Efficient scale Firm size & plant size. Cost-volume Profit Analysis.

### Unit – IV: Market Structure and Modern Pricing Practices:

Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Game theory & competitive strategy. Game theory basics, dominant strategy, Nash equilibrium, prisoners dilemma. Infinity repeated games & finitely repeated games. Competitive, pricing and non pricing strategies. Sophisticated market pricing: pricing discrimination—using coupons & rebates for price discrimination. Peak load pricing and two-part tariffs. Bundling & Intrafirm pricing Mechanics of bundling. Bundling as a pre-entry strategy. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

### Unit – V: Macro economics & Business:

Nature, concept & Measurement of National Income. Classical and Keynesian approaches, Inflation: Types, causes and measurement of inflation. Philips curve, stagflation. Trade cycles causes and policies to counter trade cycles.

### Suggested Books:

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

## 1.3: Financial Accounting and Analysis

### Unit – I:

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

### Unit – II:

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

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

### Unit – III:

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

### Unit – IV:

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

### Unit – V:

Accounting standards–their rationale and growing importance in global accounting environment,–IAS-IFRS-US GAAP; Human resource accounting concept and importance – Valuation of human resources – Economic value approach, non monetary valuation methods – Human resource group value; Balanced score card – Methodology of BSC.

### Suggested Books:

1. Earl K. Stice and James. D. Stice, "Financial Accounting – Reporting and Analysis", 2009, 7<sup>th</sup> Ed. south western, Cengage Learning.
2. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, "Financial Accounting, Concepts, Methods and Applications", 2009, Cengage Learning
3. Alic C Lee, John C Lee, "Financial Analysis, Planning & Forecasting", 2009, 2<sup>nd</sup> Ed. Cambridge.
4. Grewal T.S., "Introduction to Accounting", 2009, S. Chand Publishers.
5. N. Ramachandran, Ramkumar Kakani, "Financial Accounting for Management", 2009, 2<sup>nd</sup> Ed. Tata McGraw Hill Publishing Pvt. Ltd.,
6. Dr. Jawaharlal, "Accounting for Management", 2010, 5<sup>th</sup> Ed. Himalaya Publishing House
7. Paresh Shah, "Basic Financial Accounting for Management", 2009 5<sup>th</sup> Ed. Oxford University Press.
8. Ambarish Gupta, "Financial Accounting for Management", 2009, An Analytical Perspective, 3<sup>rd</sup> Ed., Pearson Education.
9. Sudhindra Bhat, "Management Accounting", 2009, 1<sup>st</sup> Ed, Excel Books.
10. Ashish K. Bhattacharyya, "Essentials of Financial Accounting", 2009, 5<sup>th</sup> Ed. PHI Learnings.

## 1.4: Marketing Management

### Unit – I: Basics:

Marketing, Market, Marketing Management. Tasks, Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Global marketing, Marketing Environment - Company's Micro and Macro Environment - Interface other functional areas

### Unit – II: Market Segmentation:

Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments – Differentiation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Competitive strategies.

### Unit – III: Marketing Programme:

Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling. Online Marketing.

### Unit – IV: Consumer Markets:

Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior. Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Services Markets-Characteristics, and Strategies.

### Unit – V: Marketing Organization and Control:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Organization Annual plan Control, Efficiency Control. Profitability Control and Strategic Control. Marketing Audit.

### Suggested Books:

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



## 1.5: Statistics for Management

### Unit – I:

- i. Introduction to Statistics-Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.
- ii. Introduction to Probability-Concepts and Definitions of Probability–Classical, Relative frequency, subjective and axiomatic. Addition and multiplication theorems, Statistical independence, Marginal, Conditional and joint Probabilities.
- iii. Baye's theorem and its applications.

### Unit – II:

- i. Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution function, properties, Continuous and Discrete Probability distribution functions.
- ii. Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, Properties and applications.
- iii. Continuous Probability Distributions-Normal Distribution, Standard Normal Distribution,- Properties, applications and importance of Normal Distribution.

### Unit – III:

- i. Sampling Theory-The basics of sampling-Sampling procedures-Random and Non-Random methods-Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.
- ii. Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a good estimator, confidence interval.
- iii. Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D.'s.

### Unit – IV:

- i. Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.
- ii. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).
- iii. Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

### Unit – V:

- i. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.
- ii. Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii. Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

### Suggested Books:

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

## 1.6: Business Law and Environment

### Unit - I: Law of Contracts:

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

### Unit - II: Law relating to Special Contracts:

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

### Unit - III: Companies Act:

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

### Unit - IV: Consumer Protection Law:

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

### Unit - V: Business Environment:

Business and its Environment – An Introduction to Economic Environment – Perspectives on the Economic Problem –The technological Environment – The Social and Cultural Environment – Corporate Social Responsibility –

### Suggested Books:

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. Paul Wetherly and Dorrton Otter, "The Business Environment – Themes and Issues", 2010, Oxford University Press.
6. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.
7. Richard Schaffer, Agusti & Earle.
8. K. Aswathappa, "Essentials of Business Environment", 2009, HPH.
9. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
10. S.S Gulshan, Business laws, 2010, Excel Books.
11. Ravindra Kumar, "Legal Aspects of Business", 2<sup>nd</sup> Ed. Cengage Leanings.

## 1.7.1: Information Technology Applications for Business

### Unit – I: Information Systems for Business

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

### Unit – II: Information Technology Infrastructure.

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

### Unit – III: Information Systems Planning and Development.

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

### Unit – IV: Information Systems Application.

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

### Unit – V: Computer Security.

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

### Suggested Books:

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

## 1.7.1.1: Information Technology - LAB

### 1. MS-EXCEL

Unit – I: Introductory concepts of MS-EXCEL spreadsheet:

Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options.

Unit II: Data And Graphical Options:

Filling a Series, Sorting data, querying of data. Working with graphs and charts.

Unit III: Advanced Options of MS-EXCEL:

a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc. b) Financial Tools – use of Financial Functions such as NPV, IRR etc. c) Date Functions d) Building Simple Macros.

### 2. MS-ACCESS

Unit IV – Introduction to MS-ACCESS:

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels.

Unit V: Transfer of data between Excel & Access.

#### Suggested Books:

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
5. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.
6. D.P. Apte, "statistical Tools for Managers – using MS Excel", 2009, Excel Books.

## 2.1: Human Resource Management

### Unit – I:

Definition, Evolution, objectives, scope and functions of HRM. HRM Typology, system, strategy, and matrix of HR – Stakeholders and Integrated Models of HRM – Line vs. Staff - The changing environment and role of HRM. Competitive challenges influencing HRM – HRIS: Three levels comparison – Competency Framework for HR professionals.

### Unit – II:

Job analysis – Systems exchange model. Analysis and mapping of workflow. Job characteristics model. Job Design - Job evaluation – Towers Perrin Model of Total Reward - Performance appraisal – HR Planning – Gallagher HR Estimator – Cohort Analysis – Recruitment- Yield – ratio Analysis - Process of selection, placement and orientation. Training Methods – Kirkpatrick and Pecuniary Utility Models of Training – MDP.

### Unit – III:

Introduction to HRD – HR Accounting – Lev and Schwartz, Flamholtz and Hermanson's Models – Audit, research, Policies, validity generalization of HR – Career planning – Greenhaus career Development Model – Protean career – Psychological Contract: Functions and Types – HR Utility Framework – Markov Employee Transition.

### Unit – IV:

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

### Unit – V:

HR outsourcing - HR issues in mergers and acquisitions – HR six – sigma process – HR Index – HR - ROI – Job Diagnostic Model - Emotional intelligence and competencies at work - Work life integration – Introduction to International HRM, Global HRM, and Strategic HRM – HR Score card – Paradox Theory as a lens of theorizing for Sustainable HRM – Sustainable HRM Model – Paauwe's – Paradox Framework for Sustainable HRM.

### Suggested Books:

1. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.
2. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
3. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
4. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
5. Decenzo, "Human Resource Management", 2008, Wiley.
6. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
7. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
8. Gomez Mejia et.al, "Managing Human Resource", 2010, PHI.
9. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
10. V.K. Sharma, "Human Resource Management", 2010, Viva Books.
11. Sanghi, "Human Resource Management", 2010, Macmillan.
12. David G. Collings, "Human Resource Management", 2009, Routledge.
13. W.J. Rothwell, "Planning & Managing HR", 2010, Jaico.
14. Kenneth M. York, "Applied Human Resource Management", 2009 Sage.

## 2.2: Business Process Reengineering

### Unit – I: Introduction to BPR

Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

### Unit – II: Managing Process Flows

Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little's Law. Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

### Unit – III: Implementation Process

Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

### Unit – IV: Making effective BPR

Virtual ingredient – people, top management's involvement, involvement of consultants, empowerment and autonomy, the IT 'black hole', using process Simulation to minimize the risk – Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key performance Indicators.

### Unit – V: ERP and BPR

ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

### Suggested Books:

1. Laguna "Business Process Modeling, Simulation and Design", 2005, Pearson.
2. Chan Meng Khoong, "Reengineering in action", 1<sup>st</sup> edition, 2009, Cambridge.
3. Charles Poirier "Business Process Management Applied", 2005, Cengage.
4. Martyn A. Ould "Business Process Management", 2010, BCS Viva Books.
5. Tony Carter, "The Aftermath of Reengineering", 2007, Viva Books.
6. Dey "Business Process Reengineering", 2006, Wiley.
7. K. Sridhira Bhat, "Business Process Reengineering", 2007, HPH.
8. Saxena K.B.C., "Business Process Outsourcing", 2007, Excel.
9. Mahadeo Jaiswal, "Enterprise Resource Planning", 2005, Mac Millan.
10. MS.Jayaraman, et.al; "Business Process Reengineering", 1994, TMH.
11. Varun Grover, M. Lynne Markus, "Business Process Transformation", 2010, PHI.
12. Daniel minoli, "Business Process Reengineering", 2010, Routledge.

## 2.3: Financial Management

### Unit – I: The Finance function:

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

### Unit – II: The Investment Decision:

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

### Unit – III: The Financing Decision:

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

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

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

### Unit – V: Corporate Restructuring and Corporate Governance:

Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of Mergers, motives for mergers; Financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

### Suggested Books:

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

## 2.4: Research for Marketing Decisions

Unit – I: Meaning and importance of marketing research:

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

Unit – II: Marketing research process:

Sources and methods of gathering marketing information - Respondents, Experiments, Simulation (as a source of Data Generations) and Panels. Sampling design and Sample size determination.

Measurement and scaling - Concept of measurement and scaling – Types of Scales - Nominal, Ordinal, Interval and Ratio Scales - Attitude scales Thurstone's, Likert's, Guttman's, Semantic differential, Reliability and validity of a scales. Design of questionnaire.

Unit – III: Decision Making Tools:

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

Unit – IV: Non-Parametric Statistics in Research:

McNemar, Sign Test –One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov – Simronov D test, Kruskal –Wallis tests.

Unit – V: Multi-Variate analysis:

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

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

Suggested Books:

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



## 2.5: Operations Research

### Unit – I:

- i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
- ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems).
- iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

### Unit – II:

- i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
- ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
- iii. Sensitivity analysis and its implications.

### Unit – III:

- i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
- ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
- iii. Travelling salesman problem, Managerial applications of AP and TSP.

### Unit – IV:

- i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.
- ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.
- iii. Network flow problems, Max. Flow - Min. cut theorem. Ford and Fulkerson's Algorithm for obtaining Maximum flow. Spanning Tree, Minimal spanning tree.

### Unit – V:

- i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models -Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.
- ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  games.
- iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

### Suggested Books:

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

## 2.6: Operations Management

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

Introduction to Operations Management - Role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas, Process planning and process design, Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies. Project, Job Shop, Assembly, batch and Continuous - Inter Relationship between product life cycle and process life cycle.

### Unit – II: Scheduling and control of production operations:

Aggregate planning, MPS, Operations scheduling, Product sequencing: Sequencing of products in multi- product multi-stage situations - Plant Capacity and Line Balancing. Plant layout -different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies

### Unit - III: Quality control:

Standards and specifications, Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve Work Study, various techniques in the Methods Study for identifying the most appropriate method. Work measurement - its uses and different methods, computation of allowance and allowed time.

### Unit - IV: Materials Management:

Need and importance of Materials management-Materials Requirement Planning-Materials Budgeting- Techniques for prioritization of materials-Sources of Supply of Materials -selection, evaluation and Performance of suppliers-make or buy decisions and its implications under various circumstances Vendor rating - determinants of vendor rating, concept of waste management

### Unit - V: Stores Management:

Objectives of Stores Management – Requirements for efficient. Management of Stores - safety stock Inventory Control - Different Systems of Inventory Control, Types of Inventory. Costs - Systems of inventory control – ABC, VED and FNSD analyses. Value Analysis – Importance in cost reduction – concepts and procedures.

### Suggested Books:

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

## 2.7: Decision Support Systems

Unit I: Introduction to Decision Support Systems (DSS):

Evolution of DSS- Definition of DSS – Need and benefits of DSS. Decision Making Process-Types of Decisions, A framework For DSS Support- DSS as Information System- Types of DSS – Individual, Group.

Unit II: Development and Implementation of DSS and Models in DSS:

DSS Architecture- Hardware, Software Tools for DSS- Approaches to Development – Implementation, Models in DSS – Types of Models.

Unit III: Group DSS and Groupware:

Group Decision Making - problems with groups- MDM Support Technologies-Distributed Group DSS-Distributed DSS Technologies- Executive Information Systems-definition-EIS Components – Making the EIS work – The Future of Executive Decision Making and The EIS.

Unit IV: Artificial Intelligence (AI) and Expert System (ES):

Definition of Artificial Intelligence – Artificial Intelligence vs. Natural Intelligence- The Intelligence of AI- Expert Systems- Definition, Structure of ES- Designing and Building ES- Benefits of ES – Examples of ES- Intelligent Software Agents.

Unit V: Data Ware Housing and Data Mining:

Data Ware house – Definition- Data Marts, Data Stores, Meta Data – Characteristics of Data Ware House – Data Warehouse Architecture- Implementing Data Warehouse. Data Mining- Definition- Online Transaction Processing Techniques use to Mine Data, Data Mining Techniques-Limitations of Data Mining- Data Visualization.

Suggested Books:

1. Efreem G. Mallach, "Decision Support and Data Warehouse Systems", Tata McGraw Hill Edition.
2. George M. Marakas, "Decision Support Systems" In the 21<sup>st</sup> Century, PHI, EEE, Second Edition.
3. Simon French, John Maule and Nadia Papamichail, "Decision Behaviour, Analysis and Support", 1<sup>st</sup> edition, 2009, Cambridge press.
4. Efraim Turban, Jay E. Aronson, Teng-Peng Liang, Ramesh Sharda, "Decision Support and Business Intelligence", Eighth Edition, Pearson LPE.
5. Efraim Turban, "Decision Support and Expert System", MSS, PHI.

## 3.1: Total Quality Management

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

Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

### Unit – II: Tools of TQM:

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

### Unit – III: Techniques of TQM:

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller-the-best, Larger-the-best. Parameter design, Tolerance design.

### Unit – IV: Six Sigma:

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

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

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

### Suggested Books:

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

## 3.2: International Business

### Unit - I: Global Imperative:

An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories; Environment of International Business-Cultural Environment and Political Environment.

### Unit - II: Global Business & National Regulation:

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

### Unit – III: Global Business and Entry Strategies:

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance–Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

### Unit – IV: Global E-Business:

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions–E-enabled Business Process Transformation and Challenges–E-business Technology and Environment–E-Business Applications–E- Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business

### Unit - V: Managing Global Business:

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

### Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", 2010, 6<sup>th</sup> Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, JohnR. Riesenberger, 2010, Pearson Ed.
2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, "International Business", 2009, 7<sup>th</sup> Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, "International Business Strategies" 1<sup>st</sup> edition, 2009, Cambridge
4. Rakesh Mohan Josh, "International Business", 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
6. Jeanett and Hennessey, "Global Marketing Strategies", 2005, Jaico, New Delhi.
7. Subba Rao, 2007, "International Business", 2010, Himalaya Publications, New Delhi.
8. Bholanath Dutta, "International Business Management", 2010, Text & Cases, Excel, New Delhi.
9. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
10. Hodgetts, Luthans and Doh, "International Management Culture, Strategy and Behaviour", 2006, Tata McGraw-Hills, New Delhi.
11. Anan t. K. Sundaram and J. Stewart Black, "The International Business Environment", 2009, Test and Cases, PHI Learning, New Delhi.
12. Pradip Kumar Sinha and Sanchari Sinha, "International, Business Management", 2008, Excel, New Delhi.
13. Mike W. Peng, "International Business", 2008, Cengage Learning, New Delhi.
14. Aswathappa, K, "International Business", 2010, Tata McGraw Hill, New Delhi.
15. Nag. "International Business Strategy", 2010, Vikas.
16. Mamah Adhily, "Global Business Management", 2009, Macmillan.

### 3.3: Managerial Communication

#### Unit – I:

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

#### Unit – II:

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

#### Unit – III:

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

#### Unit – IV:

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

#### Unit – V:

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

#### Suggested Books:

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

### 3.4.1. (F): Investment Management

#### Unit – I: Investments:

Concept; Real vs. Financial assets; Investment decision process; Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

#### Unit – II: Fixed Income Securities - Analysis, Valuation and Management:

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

#### Unit – III: Common Stocks - Analysis and Valuation:

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

#### Unit – IV: Portfolio Theory:

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

#### Unit – V: Portfolio Evaluation:

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

#### Suggested Books:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3<sup>rd</sup> Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8<sup>th</sup> Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3<sup>rd</sup> Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9<sup>th</sup> Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9<sup>th</sup> Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
9. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.

10. Preeti Singh, Investment Management, 2010, HPH, 17<sup>th</sup> Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
12. S. Chand "Investment Management: Security Analysis & Portfolio Management".
13. S. Kevin, "Analysis and Portfolio Management", PHI.
14. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
16. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill.
17. Jack Clark Francis, "Investment", TMH, New Delhi.



### 3.4.2. (F): Strategic Management Accounting

#### Unit – I: Introduction to Management Control:

Strategic Management accounting–Meaning–Scope–Strategic importance–nature and characteristics of Management Control system. Cost behaviour and decision making–Fixed and variable costs–C.V.P analysis–Marginal Costing–Concept of break even analysis–Uses for decision making–Optimization of product mix–Make or buy–Capacity Utilization–Plant shutdown–Key factor analysis.

#### Unit – II: Strategic Planning and Control & Accounting for Control:

Strategic Planning, Management Control and Operational Control–Meaning and Concept and purpose. Standard costing–Concept and purpose of standards–types of standards–Standard setting–Variance analysis–Interpretation–Budgetary control–Meaning & purpose–Component of effective budgeting program–Performance budgeting–Zero based budgeting–Concept–Importance and relevance.

#### Unit – III: Responsibility Accounting:

Responsibility Centers–Need for divisionalization–types of responsibility centers–Performance reports–responsibility accounting–Behavioural aspects–Segmented Performance evaluation–Transfer Pricing.

#### Unit – IV: Activity based Costing and Customer account profitability analysis:

Activity based costing systems–Meaning–tracing costs from activities to products and services–Activity based Management–Activity Cost drivers–Activity based Costing vs traditional costing. Customer account profitability analysis–Meaning and need for CAP analysis–Managing Customer Profitability Managing Relationships–Customer Costs in Service Companies.

#### Unit – V: Strategic decisions for Product life cycle, Activity Based Costing and Competitor analysis:

Product life cycle costing–PLC assessment–Cost assessment–Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting–Concept and Importance–Sources of Competitor information–Competitive pricing and bidding. Target Costing and Cost analysis for Pricing decisions.

#### Suggested Books:

1. Hansen & Mowen, "Management Accounting", 2009, 7th ed. Cengage Learning, New Delhi.
2. Bamber, Braun & Harrison, "Managerial Accounting", 2009, Pearson Ed, New Delhi.
3. Ronald.W.Hilton, G.Ramesh & M.Jayadev, "Managerial Accounting", 2008, Tata McGraw-Hill.
4. Ward. K, "Strategic Management Accounting", 2010, Butterworth Heinemann, New Delhi.
5. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, "Cost Management-A strategic Emphasis", 2006, Tata McGraw Hill.
6. "Management Control System", Anthony & Deardon,
7. Asish K. Bhattacharya, "Cost Accounting for Business Managers, Elsevier", 2009, New Delhi.
8. Garrison, Noreen and Brewer, "Managerial Accounting", 2009, Tata McGraw Hill.
9. S.C. Vaidya, Suveera Gill, "Cost Management–A Strategic Approach", 2009, Macmillan India.
10. Sudhindra Bhat, "Management Accounting", 2009, Excel Books, New Delhi.
11. Paresh Shah, "Management Accounting", 2010, Oxford University Press, Publications
12. M. C. Shukla, T.S. Grewal and M.P. Gupta, "Cost Accounting – Test and Problems", 2010, S. Chand.
13. Atkinson. A.A., Kaplan. R.S., and Young S.M., G. Arun Kumar, "Management Accounting", 2009, IV edition, Pearson/ Prentice Hall of India.
14. Khan M.Y. and Jain. P.K., "Management Accounting – Text, Problems and cases", 2007, 4<sup>th</sup> edition, Tata McGraw Hill, New Delhi.
15. M.A. Sahaf, "Management Accounting – Principles and Practice", 2009, Vikas, New Delhi.
16. James Jiambalvo, "Managerial Accounting", 2004, John Wiley & Sons, Inc.
17. Colin Daury, "Management and Cost Accounting", 2009, Cengage Learning, New Delhi.

### 3.4.3. (F): International Finance

#### Unit - I: International Financial System:

Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets—Eurocurrency market, international bond market, international equity market, international money market; global financial institutions—IMF, Bank for International Settlements; international banking—euro bank, types of banking offices—correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments—euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

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

Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives—forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act ; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises—Asian currency crisis, Greek debt crisis.

#### Unit - III: Multinational Corporate Decisions in Global Markets:

Foreign investment decision—Foreign direct investment (FDI)—motives, FDI theories—theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment—licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, multinational capital structure decision, cost of capital, international portfolio diversification—rationale, barriers, home country bias, project financing

#### Unit - IV: Risk Management in Multinational Corporations:

Types of risk—currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment—political risk, financial risk; risk management through hedging—natural hedges, hedges with currency derivatives—forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure, hedging through invoice currency

## Unit - V: International Tax Environment:

Types of tax—income tax, withholding tax, value added tax, Tobin tax; taxation methods—worldwide approach, territorial approach; tax havens, offshore financial centres, re invoicing centre; Tax treaties—Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, taxes and organizational form—controlled foreign corporation; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning—TP methods, TP rules in India

### Suggested Books:

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

### 3.5.1. (HR): Compensation Management

UNIT - I: Introduction to Strategic Compensation Management:

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization-Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.

UNIT – II: Compensation and Employee Behaviour:

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

UNIT – III: Designing Compensation System:

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

UNIT – IV: Employee Benefits Management:

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

UNIT – V: Contemporary Strategic Compensation Challenges:

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

Suggested Books:

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

### 3.5.2. (HR): Organizational Development

#### Unit – I: General Introduction to OD:

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

#### Unit - II: Foundations of OD:

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

#### Unit—III: Managing the OD Process:

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

#### Unit—IV: Human Process Interventions:

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.

Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

#### Unit—V: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing-Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

#### Suggested Books:

1. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8<sup>th</sup> Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
4. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development", 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books.

### 3.5.3. (HR): Leadership and Change management

#### Unit – I: Introduction to leadership:

Traits, styles, skills, behaviors, vision, inspiration and momentum of leadership-International framework for analyzing leadership-Personality Types and Leadership-Five factor model of personality-Leadership perspectives on cultural values, social responsibility and organizational performance-Current issues in leadership-Contemporary leadership styles.

#### Unit – II: Leadership development programs and models:

Characteristics, types and evaluation of Leadership Development efforts-Trait, behavior, power influence, situational and integrative approaches to leadership-Causal and Normative models-Leader-member exchange theory-LPC model-VIM of self-leadership-Perspectives on change: Contingency, Resource dependence, population ecology, and institutional.

#### Unit – III: Strategic change process:

Hopson's change curve-Virginia Satir Change Model-Noer's redundancy intervention model-Change path Diagnostics-Reactive and Proactive change path-Nabisco's renewal path-Diagnostic models for Organizational Change-Methods for dealing with resistance to change-Enablers and Barriers to change-Model of cognitive, effective, and behavioral responses to change-Five stages of planned Change.

#### Unit – IV: Initiating Change:

Weinberg's change process, triggers, drivers and tracers of change-Leavitt model-change mapping, change spectrum, Gestalt change cycle-Tropics Test, Behavioral, cognitive, psycho-dynamic and humanistic approaches to change. Beckhard's change formula-Buchanon and Mc Calman's model of perpetual transition management-Types of individual, group and organizational change. Organizational Change matrix.

#### Unit – V: Methods and models for change management:

Warfield 6-3-5 method-Rosemary Stewart's model-Tony Buzan's mind maps-Edward de Bono's six thinking hats-Johari window-Nadler and Tushman's congruence model-Scenario analysis-power-interest matrix-Kotter's 8-step change model-Pendlebury, Nadler, Kanter and Taffinder's planned change models. Dunphy Contingency Model of Change.

#### Suggested Books:

1. Cameron & Green, "Making sense of change mgt", 2009, Kogan page.
2. Peter G. Northouse, "Leadership", 2010, Sage.
3. Peter Lorange, "Thought leadership Meets Business", 1<sup>st</sup> edition, 2009, Cambridge.
4. John ADAIR, "Inspiring Leadership", 2008, Viva Books.
5. Gary Yukl, "Leadership in organizations", 2006, Pearson.
6. A. J. DuBrin, "Leadership", 2005, Wiley.
7. Mark Hughes, "Change management in organizations", 2008, Jaico.
8. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
9. Lussir, "Effective Leadership", 2009, Cengage.
10. Eric Flamholtz & Yvonne Randle, "Leading Strategic Change" 1<sup>st</sup> Ed. 2009, Cambridge.
11. Ian Palmer, "Managing organizational change", 2008, TMH.
12. Jim Grieses, "Organizational change", 2010, Oxford.
13. Jeffrey Russell, "Change Basics", 2006, ASTD Press.
14. N. Sengupta, "Managing change in organizations", 2006, PHI.
15. Srivastava, "Transformation Leadership", 2008, Macmillan.

### 3.6.1. (M): Product and Brand Management

Unit - I: Product and Branding Decisions:

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion.

Brand management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

Unit - II: Product Market Evolution:

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process.

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis.

Unit - III: Product Modification and New Product Introduction:

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea-Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit - IV: Market Segmentation:

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts.

Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process- Demand Analysis–First Purchase and repeat purchase, trial and repeat models.

Unit - V: Product Development and Testing :

Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual Budget and strategy. Organization for product Management.

Suggested Books:

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

### 3.6.2. (M): Promotion & Distribution Management

#### Unit-I: Marketing Communications:

The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

#### Unit – II: Developing Integrated Marketing Communications:

Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

#### Unit – III: Personal Selling:

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

#### Unit – IV: Sales Promotion and Support media:

Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement.

Support media – Elements of Support media and their role.

Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

#### Unit – V: Distribution Management:

Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

#### Suggested Books:

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



### 3.6.3. (M): Marketing Engineering

#### Unit – I:

Marketing Engineering approach, Key Concepts of Marketing Engineering ( ME), Model, Verbal Model, Box and Arrow model, Graphic model, Response Model, Mathematical model, Models Vs Judgements, Trial / Repeat Model, Marketing decision Environment, Tools for Marketing Engineering, Business value of Marketing Engineering, Customer Value, Value in Use assessment, Economic Life time value, Approaches to Measure Customer Value.

#### Unit – II:

Segmentation, Targeting, Positioning-Traditional Segmentation, targeting, Positioning through Brand Linkages, Perceptual maps, Preference maps, Limitations of Perceptual and Preference Map. Forecasting methods- judgemental Method, Market and Product Analysis method, Time Series methods, Causal Methods, Product Life Cycle, new Product forecasting Models- The bass Model, Bases Model, selection of forecasting methods.

#### Unit – III:

Market response Models: Concept of a Response Model, response Models- Aggregate Response Model, Individual Response Models, Shared Expenditure Models, Qualitative Response Models.

#### Unit – IV:

Strategic Market Analysis, Strategic marketing Decision Making, Advertising Budget Model, Rao & Miller Model, Ad budg model, the Full Model, Advisor Model, Media Decisions, Steps in Ad design, Adcad system, Syntex Approach.

#### Unit – V:

Geo-demographic analysis, Gravity Model, Pricing Models, Differential Pricing, Competitive Bidding, Bases for Differential Pricing, Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.

#### Suggested Books:

1. Gary L Lilien, Arvind Rangaswamy, Arnaud De Bruyn, "Principles of Marketing Engineering", 2005, P H I.
2. Gary L Lilien, Philip Kotler, Sridhara Moorthy, "Marketing Models", 2005, PHI.
3. Gary L Lilien, Arvind Rangaswamy, "Marketing Engineering", 2006, Trafford Publishing.
4. Paul W Farris, Neil T Bendle, Phillip E. Pfeifer, David J. Reibstein, "Marketing Metrics", 2010, Wharton School Publishing.

### 3.7.1. (S): Relational Database Management Systems (RDBMS)

#### Unit – I: Database Concepts and Modeling:

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

#### Unit – II: Relational Languages and Relational Database:

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

#### Unit – III: Transaction Processing:

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

#### Unit – IV: Distributed and Special Database:

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

#### Unit – V: ORACLE:

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

#### Suggested Books:

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

### 3.7.1.1.: RDBMS – LAB Oracle – Practical Syllabus

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

## 4.1: Strategic Management

### Unit: I:

Strategic Management, Definition, The Managerial Process of Crafting and Executing Strategy: Developing a strategic Vision, Mission Statement, Establishing objectives, Crafting & executing strategy. Concept of strategic Intent, A model of elements of Strategic Management: The Strategic Position–Strategic Choices-Strategy in action

### Unit: II:

Strategic Position: Evaluating a Company's external environment–Relevant components of External Environment–Creating the Environmentally aware Organization–The General Environment –Demographic Segment, Socio culture Segment, Political Segment, Technological, Economic Segment & Global Environment–The Competitive Environment-The Macro Environment–Key drivers of change–Porter's Diamond Model–Porter's Five Forces Model–Industry Analysis-Strategic groups-opportunities, threats, Industry Competition, Sources of Competition-Competitor analysis, other internal environment–Strategic Capability-Evaluating a Company's Resources and Competitive Position–Value-Chain Analysis Resources, capabilities and core competencies–Cost Efficiency-Sustaining Competitive Advantage–Diagnosing strategic capability–Managing Strategic capability

### Unit: III:

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

### Unit IV:

Strategy alternatives: Corporate Level and International Strategy: Creating Value through Diversification–Related Diversification-Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, Supplementing the Chosen Competitive Strategy-Co-operative strategies, Product & Market Diversification-Merger and Acquisition strategies, Strategic Alliances.

### Unit: V:

Strategic Implementation: Strategic Control and Corporate Governance–Responding Effectively to Environmental Change-Attaining Behavioral Control: Instilling a Corporate Culture that promotes Good Strategy Execution–Leading the Strategy Execution Process. Strategy & Leadership, Social Responsibility & Corporate Governance, Corporate Culture: Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship–Crafting a Social Responsibility Strategy, Corporate governance.

### Suggested Books:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd, United Kingdom, 2<sup>nd</sup> Ed.
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw Hill Education Private Limited, New Delhi.
3. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.

4. Fred R. David, "Strategic Management – Concepts and Cases", 2010, PHI Learning, New Delhi.
5. Loizos Heracleous, "Strategy and Organisation" 1<sup>st</sup> edition, 2009, cambridge
6. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010, Himalaya Publishing House, Hyderabad.
7. Anthony Henry, "Understanding Strategic Management", 2008, Oxford University Press, New York.
8. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books, New Delhi.
9. Marios I. Kastsioloudes, "Strategic Management – Global Cultural Perspectives, Butterworth-Heinemann – An imprint of Elsevier", 2009, New Delhi.
10. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd, Hyderabad.
11. UPendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.
12. Adrian Haberberg & Alison Rieple, "Strategic Management – Theory and Application", 2008, Oxford University Press.
13. Charles W. L. Hill & Gareth R. Jones, "An Integrated Approach to Strategic Management", 2009, Cengage Learning, New Delhi.
14. Mintzberg H, Bruce Ahlstrand, Joseph Lampel, "Strategy Safari", 2009, Pearson education, U. K.
15. Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.
16. Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, "Strategic Management – test and cases", 2009, Tata McGraw Hill Education Private Limited, New Delhi.

## 4.2: Supply Chain Management

### Unit - I:

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

### Unit - II:

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

### Unit - III:

- i. Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Containerisation, Vehicle Scheduling and routing, Milk run and cross docking.
- ii. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. Third party and value added warehousing, Role and importance of Handling systems, Selection of Handling systems.
- iii. Pricing, Revenue Management and role of IT in SCM.

### Unit - IV:

- i. Strategic Issues in Supply Chains-Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in—logistics, Handling systems, Equipment Warehousing, PPP environment, SC restructuring-issues, problems and benefits.
- ii. Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM.
- iii. Lean Manufacturing, Agile Manufacturing, elements of lean manufacturing, Integration of lean manufacturing and SCM.

### Unit - V:

- i. SC Network Design, Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integration- Internal and external, Role and importance and selection of Handling systems in SC integration.
- ii. Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers and Customers and employees.
- iii. Retail SCM- Problems and issues in Transportation, inventory, Packaging and Repackaging. Customer led business, Customer focus in SC, Complaint Handling, Developing customer service strategy, RFID, bar coding.

## Suggested Books:

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1<sup>st</sup> Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1<sup>st</sup> Ed.
5. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
6. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1<sup>st</sup> Ed.
8. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1<sup>st</sup> ed, 2009, Cambridge.
10. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1<sup>st</sup> Ed.
11. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1<sup>st</sup> Ed.
12. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.
13. Stadtler,H & Kilger, C, "Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies", 2002, Springer, 2<sup>nd</sup> Ed.
14. Mentzer, Joha, T, "Supply Chain Management", 2005 Response.
15. Gattorna, JL & Walters, DW, "Managing the Supply Chain", 2004, Palgrov.
16. Sahay, BS, "Supply Chain Management", - in the 21<sup>st</sup> Century, 2009, 1<sup>st</sup> Ed. Macmillan.

## 4.3: Entrepreneurial Development

### Unit – I: Entrepreneur and Entrepreneurship:

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

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

Economic and Non-Economic Factors–Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and Entrepreneurship Development Programmes (EDPs)–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

### Unit – III: Small Enterprises:

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

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

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

### Unit – V: Venture Capital:

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

### Suggested Books:

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



#### 4.4.1. (F): Financial Services and Systems

##### Unit – I:

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

##### Unit – II:

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

##### Unit – III:

Factoring concept and features–Classification–Functions of factor–Legal aspects–Financial evaluation of factoring–Decision analysis for factoring–Factoring scenario in India–Kalyan Sundaram Committee – RBI guidelines.  
Bill discounting–Concept and characteristics–Process of bill discounting–Legal aspects–Parties involved and their legal obligations–Financial aspects–Calculation of discount charges and effective interest rates.

##### Unit – IV:

Venture Capital Financing–Concept and features–Venture Capital funding process–Funding and entry strategies of VCF–Structuring venture capital financing–Valuation of VCF- Conventional valuation method–First Chicago method–Revenue multiplier method–Exit strategies of VCF–Ventures capital financing scenario in India–Regulatory frame work of VCF.

##### Unit – V:

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

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

##### Suggested Books:

1. Meir Kohn, "Financial Institutions and Markets", 2009 2<sup>nd</sup> Ed. Oxford University Press.
2. Khan. M.Y., "Financial Services", 2010, 5<sup>th</sup> Ed. Tata McGraw-Hill, Pvt. Ltd., New Delhi.
3. Gordon and Natarajan, "Financial Markets and Services", 2009, HPH, 7<sup>th</sup> Ed. Mumbai.
4. Bharti Pathak, "Indian Financial System", 2010, 3<sup>rd</sup> Ed. Pearson Education.
5. Avadhani. V.A., "Financial Services in India", 2009, 1<sup>st</sup> Ed. HPH.
6. Dr. Gurusamy. S., "Financial Services", Tata McGraw-Hill, Education Pvt. Ltd. 2<sup>nd</sup> Ed., New Delhi.
7. Vasant Desai, "Financial Markets and Financial Services", 2009, HPH, 1<sup>st</sup> Ed., Mumbai.
8. Punithavathy Pandian, "Financial Services and Markets", 2009 Vikas Publishing House.
9. Mishkin. F.S. and Eakins. S.G., "Financial Markets and Institutions", 2006, 5<sup>th</sup> Ed. Pearson Education,
10. Harold L Vogel, "Financial Markets Bubble and Crashes" 1<sup>st</sup> ed, 2009, Cambridge.

#### 4.4.2. (F): Banking and Insurance

##### Unit – I: Introduction to Banking:

Bank, Customer, Bank-customer Relationship, Role of commercial banks in Economic Development. Evolution of Banking in India—origin, nationalization, reforms, overview of Financial Inclusion in India, Sources of risk in banks. Various services offered by banks, Financial statements of banks with special focus on Indian banks, Analyzing banks' financial statements: CAMELS, Ratings, Key Performance indicators. Sources of Bank Funds- Deposits and Other sources

##### Unit –II: Uses of Bank Funds:

Features of Bank Credit, types of lending, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPA's:- The gross and net concept of NPA's, causes, implications & recovery of NPA's

##### Unit – III: Regulation and Innovations in Banking System:

Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I and II.

Banking Innovations:-Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Phone Banking, Net Banking, Banc-assurance. Changing role of Banks as Financial Intermediaries.

##### Unit – IV: Introduction to Insurance:

Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith. Requisites of insurable risks. Characteristics of Insurance contract, Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions, Types of Insurers, Reinsurance: the concept, uses and advantages. Marketing channels: Agents & brokers – professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker, an overview of IRDA.

##### Unit – V: Life Insurance and General Insurance:

The concept of Life Insurance, types of Life Insurance contracts, Tax treatment of Life Insurance. Life Insurance Products- Term Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Adjustable Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance, Classification of Life Insurance: Ordinary, Industrial, Group & Credit, The Actuarial Science: The concept and the responsibilities of an actuary, Provisions of Life Insurance contracts: Settlement Options, Non-forfeiture Options, Dividend Provisions, Optional Provisions and Universal Life Policy Provisions, Special Life Insurance forms: Characteristics, uses, advantages & disadvantages. Health and General insurance—Overview, Types, Third Party Administrators.

## Suggested Books:

1. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
2. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7<sup>th</sup> Edition.
3. Managing Banking Risk, Hennie Van Greuning, Sonja Brajovic Bratanovic, Jaico Publishing House 2008
4. Banks & Institutional Management, Vasant Desai, Himalaya Publishing House 2010, 2<sup>nd</sup> Edition.
5. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9<sup>th</sup> Edition
6. Risk Management & Insurance, James S. Trieschmann, Robert E. Hoyt & David. W. Sommer, Cengage Learning 2005, 12<sup>th</sup> Edition.
7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
8. Risk Management & Insurance, Perspectives in a Global Economy, Harold. D. Skipper & W.Jean Kwon, Blackwell Publishing 2008
9. Risk Management & Insurance, S. Aruna Jatesan, T.R. Viswanathan, MacMillan 2009
10. Introduction to Risk Management & Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited-2007, 8<sup>th</sup> Edition.

#### 4.4.3(F): Financial Risk Management

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

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

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

Value at risk (VaR): The concept, computation, stresses testing, back testing.

Cash flow at risk (CaR): VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR

Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

##### Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

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

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

##### Unit – IV: Techniques and Tools of Risk Management: SWAPS

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

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

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

## Unit – V: Techniques and Tools of Risk Management: Options

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

### Suggested Books:

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 2010, Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2009, 2<sup>nd</sup> Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 7<sup>th</sup> Ed, Pearson Education.
7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7<sup>th</sup> Ed, Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
10. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
11. Don M.Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", 2002, Cambridge press.

## 4.5.1. (HR): Performance Management

### Unit – I: Introduction:

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

### Unit – II: Performance Appraisal:

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

### Unit – III: Performance Bench marking:

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

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

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

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

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

### Suggested Books:

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

## 4.5.2. (HR): Labour Laws and Employee Relations

### Unit – I:

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

### Unit – II:

Employee Benefits–Defining and exploring employee benefits–Employee benefits practice–Legal and regulatory influences on discretionary benefits practices– the economics of employee benefits–regulating employee benefits–social security legislations–major legislations–The ESI Act–1948–the maternity benefit act–1961–the workmen’s compensation act–1923–the payment of gratuity act–1972–Employee provident funds and miscellaneous provisions act–1952. Retirement, health and life insurance

### Unit – III:

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

### Unit – IV:

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

### Unit – V:

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

### Suggested Books:

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

### 4.5.3. (HR): Talent and Knowledge Management

#### Unit – I:

Meaning and importance of talent management. Designing and building a talent reservoir–Segmenting the Talent Reservoir. Talent Management Grid. Creating a talent management system. Institutional strategies for dealing with talent management.

#### Unit – II:

Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

#### Unit – III:

The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

#### Unit – IV:

Knowledge management framework of Hansen–Earl's seven schools of knowledge management–Alvesson and Karreman's knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

#### Unit – V:

Organizational impacts of knowledge management-on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

#### Suggested Books:

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, "Talent Management", ASTD Press.
3. Sajjad M Jasmuddin, "Knowledge Management", 1<sup>st</sup> ed, 2009, Cambridge.
4. Stuart Barnes, "Knowledge Management Systems", Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", 2009, Pearson Education Inc.
6. Donald Hislop, "Knowledge management in Organizations", 2009, Oxford University Press, Second edition.
7. Sudhir Warier, "Knowledge Management", Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, "The Essential Guide to Managing", Viva Books.
9. Stuart Barnes(Ed) "Knowledge Management Systems". Cengage Learning.



## 4.6.1. (M): Consumer Behaviour

### Unit – I:

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

### Unit – II:

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

### Unit – III:

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

### Unit – IV:

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

### Unit – V:

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

### Suggested Books:

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

## 4.6.2. (M): Services and Retail Marketing

### Unit – I: Service:

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

### Unit – II: Service marketing Mix:

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

### Unit – III: Strategies for Marketing:

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

### Unit – IV: Introduction to Global Marketing

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing–Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment.

### Unit – V: International Brands and International Products

Identifying Global customer needs–Satisfying Global Customers-Coordinating Marketing Activities-Global Product Planning–Product Objectives–New Products in Global Marketing–Distinction between Global Marketing and Indian Marketing .

### Suggested Books:

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

### 4.6.3. (M): Customer Relationship Management

#### Unit – I: Evolution of Customer Relationship:

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

#### Unit – II: CRM Concepts:

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

#### Unit – III: Planning for CRM:

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

#### Unit – IV: CRM and Marketing Strategy:

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

#### Unit – V: CRM Planning and Implementation:

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

#### Suggested Books:

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

#### 4.7.1. (S): E – Business

##### Unit – I: E-Business Overview:

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

##### Unit – II: E-Business Infrastructure:

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

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

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

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

##### Unit – IV: Online Services:

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

##### Unit – V: Mobile Commerce:

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

##### Suggested Books:

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