

**ACADEMIC REGULATIONS
COURSE STRUCTURE
AND
DETAILED FIRST YEAR SYLLABUS**

MASTER OF BUSINESS ADMINISTRATION

Post Graduation (MBA)

(Applicable for the batch admitted from 2014-15)



GUDLAVALLERU ENGINEERING COLLEGE

(An Autonomous Institute with Permanent Affiliation to JNTUK, Kakinada)

Seshadri Rao Knowledge Village

GUDLAVALLERU - 521 356, Krishna District, Andhra Pradesh

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ACADEMIC REGULATIONS

ACADEMIC REGULATIONS

Applicable for the students of MBA from the Academic Year 2014-15.

1. Duration of the Program

The duration of the program is two academic years consisting of four semesters. However, a student is permitted to complete the course work of MBA program in the stipulated time frame of **FOUR** years from the date of joining.

2. Minimum Instruction Days

Each semester consists of a minimum of ninety instruction days.

3. Program Credits

MBA program is designed to have a total of 90 credits and the student shall have to complete the two year course work and earn all 90 credits for the award of MBA Degree.

4. Attendance Regulations

4.1 A student shall be eligible to appear for End Semester Examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects.

4.2 Condoning of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester will be considered for genuine reasons such as medical grounds and participation in co-curricular and extra-curricular activities and shall be granted only after approval by a committee duly appointed by the college. Student should submit application for medical leave along with medical certificate from a registered medical practitioner within three days from reporting to the class work after the expiry of the medical leave. In case of participation in co-curricular and extra-curricular activities, either in the college or other colleges, students must take prior written permission from HoD concerned and should also submit the certificate of participation from the organizer of the event within three days after the completion of the event. Only such cases will be considered for condoning attendance shortage.

4.3 A student shall be eligible to claim for condonation of attendance shortage only once during the two years (four semesters) course work.

4.4 A student will not be promoted to the next semester unless he satisfies the attendance requirement of the current semester. He may seek re-admission for that semester when offered next.

4.5 Shortage of Attendance below 65% in aggregate shall in *NO* case be condoned.

4.6 Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examination of that semester and their registration shall stand cancelled.

4.7 A fee stipulated by the college shall be payable towards condoning attendance shortage.

5. Examinations and Scheme of Evaluation

5.1 Theory Courses:

Each theory course shall be evaluated for a total of 100 marks, consisting of 40 marks for internal assessment and 60 marks for semester end examination.

Internal Assessment:

- i) Out of 40 marks for internal assessment, 20 marks are for continuous assessment in the form of seminars / presentations and 20 marks are based on two mid-term examinations.
- ii) Of the 20 marks for continuous assessment, 10 marks are for seminar report and 10 marks are for presentation.
- iii) Each mid-term examination is conducted for 40 marks with two hours duration. Each mid-term examination consists of four questions, each for 10 marks. All the questions need to be answered.
- iv) Sum of the 75% marks of best scored mid-term examination and 25% marks of least scored mid-term examination are scaled down for 20 marks.

External Assessment:

- i) The semester end examination shall be conducted for a duration of three hours with A, B & C Sections (Section-A consists of 6 two marks questions, Section-B consists of three essay questions with internal choice, each for 12 marks & Section-C contains case study for 12 marks) to be answered. All sections are to be answered.

5.2 Laboratory Course:

- i) For practical subjects the distribution shall be 25 marks for Internal Evaluation and 50 marks for the End-Examinations. There shall be continuous evaluation by the internal subject teacher during the semester for 25 internal marks. Of the 25 marks for internal, 15 marks shall be for

day-to-day performance (10 marks for day-to-day evaluation and 5 marks for Record) and 10 marks shall be evaluated by conducting an internal laboratory test towards the end of semester.

- ii) Semester End examination shall be conducted by the teacher concerned and external examiner for 50 marks.

5.3 Comprehensive Viva-Voce:

Comprehensive Viva-Voce examination is conducted in all the subjects of four semesters of the course for 50 marks at the end of fourth semester by a committee consisting of two senior faculty members of the department.

5.4 Project Work:

- i) The final project work shall be carried out during the 4th semester and will be evaluated for 200 marks.
- ii) Out of 200 marks, 50 marks shall be for Internal Evaluation and 150 marks for the project evaluation and end semester Viva-Voce.
- iii) Each student need to give a seminar on the topic of his project and is evaluated for 50 marks by a committee consisting of supervisor and a senior faculty of the department.
- iv) The project evaluation and end semester Viva–Voce shall be conducted by the committee consisting of an External Examiner, Head of the Department and Supervisor of the Project. The evaluation of project work shall be conducted at the end of the fourth semester.

6. Criteria for Passing a Course and Award of Grades:

6.1 Criteria for Passing a Course:

- i) A candidate shall be declared to have passed in individual theory/ design course if he secures a minimum of 40% aggregate marks (internal & semester end examination marks put together), subject to a minimum of 35% marks in the semester end examination.
- ii) A candidate shall be declared to have passed in individual laboratory/ project course if he secures a minimum of 50% aggregate marks (internal & semester end examination marks put together), subject to a minimum of 40% marks in the semester end examination.
- iii) On passing a course of a program, the student shall earn assigned credits in that course.

6.2 Method of Awarding Letter Grade and Grade Points for a Course:

A letter grade and grade points will be awarded to a student in each course based on his performance, as per the grading system given below.

Theory Course (%)	Laboratory / Project work (%)	Grade Points	Letter Grade
≥ 90	≥ 90	10	S
≥ 80 & < 90	≥ 80 & < 90	9	A
≥ 70 & < 80	≥ 70 & < 80	8	B
≥ 60 & < 70	≥ 60 & < 70	7	C
≥ 50 & < 60	≥ 50 & < 60	6	D
≥ 40 & < 50	-	5	E
< 40	< 50	0	F (Fail)

S : Outstanding

A : Excellent

B : Very Good

C : Good

D : Fair

E : Satisfactory

6.3 Calculation of Semester Grade Point Average (SGPA)* for semester:

The performance of each student at the end of the each semester is indicated in terms of SGPA. The SGPA is calculated as given below:

$$SGPA = \frac{\sum(CR \times GP)}{\sum CR} \text{ for each semester.}$$

where CR = Credits of a course

GP = Grade Points awarded for a course

- * SGPA is calculated for a candidate who passed all the courses in that semester.

6.4 Eligibility for Award of MBA Degree:

A student will be declared eligible for the award of the MBA Degree if he fulfills the following academic regulations.

- (a) Pursued a course of study for not less than two academic years and not more than four academic years.
- (b) Registered for **90** credits and secured **90** credits.
- (c) Students, who fail to complete their Two years Course of study within Four years or fail to acquire the **90** Credits for the award of the degree within four academic years from the year of their admission shall forfeit their seat in MBA course and their admission shall stand cancelled.

6.5 Calculation of Cumulative Grade Point Average (CGPA) for Entire Program:

Program:

The CGPA is calculated as given below:

$$\text{CGPA} = \frac{\sum(\text{CR} \times \text{GP})}{\sum \text{CR}} \text{ for entire program.}$$

where CR = Credits of a course

GP = Grade points awarded for a course

6.6 Award of Division:

After satisfying the requirements prescribed for the completion of the program, the student shall be eligible for the award of MBA Degree and shall be placed in one of the following grades:

CGPA	Class	Letter Grade	Description
³ 7.5	First Class with Distinction	A	Excellent
³ 6.5 & < 7.5	First Class	B	Good
³ 5.5 & < 6.5	Second Class	C	Fair
³ 5.0 & < 5.5	Pass Class	D	Satisfactory

7. Supplementary Examinations :

- Supplementary examinations will be conducted twice in a year at the end of odd and even semesters.
- Semester end supplementary examinations shall be conducted till next regulation comes into force for that semester after the conduct of the last set of regular examinations under the present regulation.
- Thereafter, supplementary examinations will be conducted in the equivalent courses as decided by the Board of Studies concerned.
- Advanced Supplementary Examinations:** Candidate(s), who failed in theory / comprehensive Viva-Voce / project work courses in 4th semester can appear for advanced supplementary examination conducted within one month after declaration of the revaluation results. However, those candidates who fail in these advanced supplementary examinations shall appear for subsequent examination along with regular candidates in the examinations conducted at the end of the respective semester.

8. Revaluation :

- Students can submit the applications for revaluation, along with the prescribed fee receipt for revaluation of his answer script(s) of theory course(s) as per the notification issued by the Controller of Examinations.

- The Controller of Examinations shall arrange for revaluation of such answer script(s).
- An external examiner, other than the first examiner, shall reevaluate the answer script(s).
- If the variation in marks of two evaluations is less than 15% of total marks, the best mark of two evaluations shall be taken into consideration.
- If the variation in marks of two evaluations is more than 15% of total marks, there shall be third evaluation by an examiner other than the first two examiners. The best marks of two evaluations (which are nearer) shall be taken into consideration.

9. Readmission Criteria :

A candidate, who is detained in a semester due to lack of attendance has to obtain written permission from the Principal for readmission into the same semester after duly fulfilling the required norms stipulated by the college and by paying the required tuition fee and special fee in addition to paying an administrative fee of Rs. 1,000/-.

10. Break in Study :

Student, who discontinues the studies for what-so-ever reason, can get readmission into appropriate semester of MBA program only with the prior permission of the Principal of the College, provided such candidate shall follow the transitory regulations applicable to the batch he joins. An administrative fee of Rs.2,000/- per each year of break in study, in addition to the prescribed tuition and special fees should be paid by the candidate to condone his break in study.

11. Transitory Regulations:

a) Regular course:

A candidate, who is detained or discontinued in a semester, on readmission shall be required to do all the courses in the curriculum prescribed for the batch of students in which the student joins subsequently. However, exemption will be given to those candidates who have already passed such courses in the earlier semester(s) he was originally admitted into and he will be offered substitute subjects in place of them as decided by the Board of Studies. However, the decision of the Board of Studies will be final.

11.1 A student who is following JNTUK curriculum and detained due to short-age of attendance at the end of the first semester of first year shall join the autonomous batch of first year first semester. Such students shall study all the courses prescribed for the batch in which the student joins and considered on par with regular candidates of Autonomous stream and will be governed by the autonomous regulations.

11.2 A student who is following JNTUK curriculum, detained due to shortage of attendance at the end of the second semester of first year or subsequent semesters shall join with the autonomous batch in the appropriate semester. Such candidates shall be required to pass in all the courses in the program prescribed by the Board of Studies concerned for that batch of students from that semester onwards to be eligible for the award of degree. However, exemption will be given in the courses of the semester(s) of the batch which he had passed earlier and substitute subjects will be offered in place of them as decided by the Board of Studies. The student has to clear all his backlog subjects of previous semesters by appearing for the supplementary examinations conducted by JNTUK for the award of degree. The total number of credits to be secured for the award of the degree will be sum of the credits of previous semesters under JNTUK regulations and the credits prescribed in the semester in which a candidate seeks readmission and subsequent semesters under the autonomous stream. The class will be awarded based on the academic performance of a student in the autonomous pattern.

b) Transfer candidates (from non-autonomous college affiliated to JNTUK):

11.3 A student who is following JNTUK curriculum, transferred from other college to this college in second year first semester (third semester) or subsequent semesters shall join with the autonomous batch in the appropriate semester. Such candidates shall be required to pass in all the courses in the program prescribed by the Board of Studies concerned for that batch of students from that semester onwards to be eligible for the award of degree. However, exemption will be given in the courses of the semester(s) of the batch which he had passed earlier and substitute subjects are offered in their place as decided by the Board of Studies. The student has to clear all his backlog subjects up to previous semester by appearing for the supplementary examinations conducted by JNTUK for the award of degree. The total number of credits to be secured for the award of the degree will be the sum of the credits upto previous semester under JNTUK regulations and the credits prescribed for the semester in which a candidate joined after transfer and subsequent semesters under the autonomous stream. The class will be awarded based on the academic performance of a student in the autonomous pattern.

c) Transfer candidates (from an autonomous college affiliated to JNTUK):

11.4 A student who has secured the required credits upto previous semesters as per the regulations of other autonomous institutions shall only be permitted to be transferred to this college. A student who is transferred from the other autonomous colleges to this college in second year first semester (third semester) or subsequent semesters shall join with the autonomous batch in the appropriate semester. Such candidates shall be required to pass in all the courses in the program prescribed by the Board of Studies concerned for that batch of students from that semester onwards to be eligible for the award of degree. However, exemption will be given in the courses of the semester(s) of the batch which he had passed earlier and substitute subjects are offered in their place as decided by the Board of Studies. The total number of credits to be secured for the award of the degree will be the sum of the credits upto previous semester as per the regulations of the college from which he is transferred and the credits prescribed for the semester in which a candidate joined after transfer and subsequent semesters under the autonomous stream. The class will be awarded based on the academic performance of a student in the autonomous pattern.

12. Withholding of Results

If the student has not paid the dues, if any, to the College or if any case of indiscipline is pending against him, the result of the student will be withheld. His degree will be withheld in such cases.

13. Malpractices :

- i) The Principal shall refer the cases of malpractices in internal assessment tests and semester end examinations to a malpractice enquiry committee constituted by him for the purpose. Such committee shall follow the approved levels of punishment. The Principal shall take necessary action against the erring students based on the recommendations of the committee.
- ii) Any action by the candidate trying to get undue advantage in the performance or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder.

**DISCIPLINARY ACTION FOR MALPRACTICES/IMPROPER
CONDUCT IN EXAMINATIONS**

Nature of Malpractices / Improper conduct		Punishment
If the candidate		
1.a	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination.)	Expulsion from the examination hall and cancellation of the performance in that subject only.
b	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through Cell phones with any candidates or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The hall ticket of the candidate shall be cancelled.

3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for the examinations of the remaining subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles the Answer book or takes out or arranges to send out the question paper during the examination or answer book during or after the examination.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant-Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in or around the examination hall or organises a walkout or instigates others to walkout or threatens the officer-in-charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the Officer-in-charge or any person on duty in or outside the examination hall of any of his relations or indulges in any other act of misconduct or mischief which results in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the Officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat.
9.	If student of the college who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the college will be handed over to the police and a police case is registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester examinations.

12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be referred to the Chief Superintendent of Examinations for future action towards suitable punishment.
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- iii) The involvement of the staff, who are in charge of conducting examinations, valuing examination papers and preparing / keeping records of documents related to the examinations in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examination shall be viewed seriously and appropriate disciplinary action will be taken after thorough enquiry.

14. Other Matters

- i) Physically challenged candidates who have availed additional examination time and a scribe during their Degree / ICET examinations will be given similar concessions on production of relevant proof/documents. Students who are suffering from contagious diseases are not allowed to appear either for internal or semester end examinations.
- ii) The students who participated in coaching / tournaments held at State / National / International levels through University / Indian Olympic Association during semester end external examination period will be promoted to subsequent semesters as per the guidelines of University Grants Commission Letter No. F.1-5/88 (SPE/PES), dated 18-08-1994.
- iii) The Principal shall deal in an appropriate manner with any academic problem which is not covered under these rules and regulations, in consultation with the Heads of the Departments and subsequently such actions shall be placed before the Academic Council for ratification. Any emergency modification of regulation, approved in the meetings of the Heads of the Departments shall be reported to the Academic Council for ratification.

15. General

- i) The Academic Council may, from time to time, revise, amend or change the regulations, schemes of examination and /or syllabi.
- ii) The academic regulations should be read as a whole for the purpose of any interpretation.
- iii) In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman of the Academic Council is final.
- iv) Wherever the word he, him or his occurs, it will also include she, her and hers.

COURSE STRUCTURE
&
SYLLABUS

COURSE STRUCTURE

I Semester

Sl. No.	Name of the Course / Laboratory	No. of Periods per week		No. of Credits
		L	P	
1	Perspectives of Management	3+1*	-	3
2	Managerial Economics	3+1*	-	3
3	Accounting for Managers	3+1*	-	3
4	Business Communication & Skill Development	3+1*	-	3
5	Business Environment	3+1*	-	3
6	Quantitative Analysis for Business Decisions	3+1*	-	3
7	Knowledge Management	3+1*	-	3
8	Information Technology Lab for Business Management	-	4	2
Total		28	4	23

II Semester

Sl. No.	Name of the Course / Laboratory	No. of Periods per week		No. of Credits
		L	P	
1	Financial Management	3+1*	-	3
2	Marketing Management	3+1*	-	3
3	Human Resource Management	3+1*	-	3
4	Production & Operations Management	3+1*	-	3
5	Business Research Methods	3+1*	-	3
6	International Business	3+1*	-	3
7	Organizational Behaviour	3+1*	-	3
Total		28	-	21

* Tutorial

III Semester

Sl. No.	Name of the Course / Laboratory	No. of Periods per week		No. of Credits
		L	P	
1	Business Law	3+1*	-	3
2	Business Policy & Strategic Management	3+1*	-	3
3	Logistics & Supply Chain Management	3+1*	-	3
4	Business Ethics & Corporate Governance	3+1*	-	3
5	Elective Subject – I	3+1*	-	3
6	Elective Subject – II	3+1*	-	3
7	Elective Subject – III	3+1*	-	3
8	Elective Subject – IV	3+1*	-	3
Total		32	-	24

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IV Semester

Sl. No.	Name of the Course / Laboratory	No. of Periods per week		No. of Credits
		L	P	
1	Entrepreneurship & Project Management	3+1*	-	3
2	Elective Subject – I	3+1*	-	3
3	Elective Subject – II	3+1*	-	3
4	Elective Subject – III	3+1*	-	3
5	Elective Subject – IV	3+1*	-	3
6	Project Report	-	-	4
7	Comprehensive Viva - Voce	-	-	3
Total		20	-	22

Electives:

III Semester	IV Semester
Marketing: Advertising & Sales Management Consumer Behaviour	Marketing of Services International Marketing
Finance: Security Analysis & Portfolio Mgt. Financial Institutions & Services	Financial Derivatives International Financial Management
HR: Management of Industrial Relations Global HRM	Management of Change & Development Performance Management

SYLLABUS

PERSPECTIVES OF MANAGEMENT

I - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To understand the development of management thought and various approaches to the management.
- To make effective and efficient decision making and coordination in the organization
- To impart knowledge about leadership skills and motivation and its theories.

Learning Outcomes:

Students will be able to

- apply theories to improve the practice of management.
- identify and apply appropriate management techniques for managing contemporary organizations.
- evaluate the skills, abilities, and tools needed to obtain a job on a management track in an organization of their choice.
- assess the complexity of real life organization and management.

UNIT – I: Management

Definitions, scope and importance - types of managers; managerial roles and functions; Science or Art? Internal and External environment - Administration vs. Management, – Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility- Managerial Ethics.

UNIT – II: Perspectives on Management:

Evolution of Management thought - Various approaches to management- Global perspectives of management- Role of communication in management. Planning: Nature and principles of planning, Steps in planning, types of planning, Levels of planning – The Planning Process-MBO.

UNIT – III: Organizing:

Nature of organizing-principles – organization levels and span of management- Organizational design and structure – departmentation, line and staff concept, staffing – delegation, centralization and decentralization of authority – responsive organization. Decision making-role-significance –decision making process-decision tree analysis. Co-ordination-principles.

UNIT – IV: Leading:

Dimensions of Leadership – Leading Vs Managing – approaches to leadership – leadership behavior and styles – leadership skills – leadership in cross-cultural environment – evaluation of leader – women and corporate leadership – Motivation theories – group dynamics - team, inter-group behavior, conflict and negotiation skills and conflicts management.

UNIT – V: Controlling

Nature and importance – process – feedback system – Requirement for effective control – control techniques. Modern techniques of control. Total Quality Management: Definition and importance – evolution of TQM – different dimensions – quality management philosophies and practices.

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Text Books:

1. Koonz, Wehrich and Aryasri: “*Principles of Management*”, Tata McGraw Hill, 2004
2. Daft: “*The New Era of Management*”, Cengage Learning , New Delhi, 2009.

Reference Books:

1. Rao, VSP: “*Management Text and cases*”, Excel books, New Delhi
2. Stoner, Free man and Gilbert: “*Management*”, Pearson Education, New Delhi, 2002
3. Prem Vrat, K.K.Ahuja, P K Jain: “*Case Studies in Management*”, Vikas Publishing House Limited, 2002.
4. Mrityanjay Kumar Srivastava: “*Transformational Leadership*”, Macmillan India Limited, 2003
5. Ramaswamy,T: “*Principles of Management*”, Himalaya Publishing House, Mumbai, 2008.
6. Meeenakshi Gupta: “*Principles of Management*”, PHI Private Limited, New Delhi, 2009.
7. J S Chandan: “*Management Theory and Practice*”, Vikas Publishing House Limited, 2009
8. Robert KReitner, Mamata Mohapatra: “*Management*” Biztantra, dreamtech Press, New Delhi, 2008
9. Anil Bhat, Arya Kumar: “*Management*”, Oxford University, New Delhi, 2008.
10. Schermerhorn Jr.: “*Management*”, Wiley-India, New Delhi, 2008.
11. Gupta R S, Sharma B D Bhalla N S: “Principles and Practice of Management”, Kalyani Publications, Hyderabad, 2008.

MANAGERIAL ECONOMICS

I - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To apply knowledge of a series of basic economic principles to the decision making process within the firm.
- To identify and solve issues related to optimal pricing strategies, demand forecasting, optimal financing, and investment decisions, among others, can be successfully tackled with managerial economics tools.

Course Learning Outcomes:

Students will be able to

- apply the economic way of thinking to individual decisions and business decisions.
- analyze the economic environment in which business entities operate and understand how managerial decisions can vary under different constraints. .
- evaluate the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.
- test the equilibrium conditions for cost minimization and profit maximization.

UNIT – I: Introduction to Managerial Economics

Definition, Nature and Scope, Relationship with other areas in Economics, - The role of managerial economics in decision making. Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty-Case study.

UNIT – II: Theory of Demand: Demand Analysis

Elasticity of demand, types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand – Demand determinants –Demand forecasting. Supply Analysis –Supply function, The Law of Supply, Elasticity of Supply-Case study.

UNIT – III: Production Analysis

Meaning of Production function - Cobb Douglas Production Function - Production function with one variable input - Diminishing Marginal Returns. Production function with two variable inputs – Marginal Rate of Technical Substitution – The production Iso-quant - The production Iso-cost –Least cost combination of inputs-Economies of Scale - Case study.

UNIT – IV: Cost Theory Estimation & Profit Management

Cost concepts, Determinants of cost, Cost-Output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short run average cost curves –Average total cost curve- Theories of Profit, including modern theory- Measurement policies, Cost – Volume- Profit Analysis– Case study.

UNIT – V: Market Structure and Pricing Practices

Features and Types of different Markets - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition, Oligopoly both in the long run and short run. Pricing methods in practice — Price Rigidity – Kinked demand curve model-Case study.

Text books:

1. Varshney, R.L and Maheswari, K L: "Managerial Economics", Sultan Chand and Sons, New Delhi, 2002.
2. Hirschey: "Economics for Managers", Cengage Learning, New Delhi, 2009.

Reference Books:

1. M.L Trivedi: "Managerial Economics", Tata Mc-Graw Hill, New Delhi, 2004.
2. Siddiqui S A, Siddiqui A S: "Managerial Economics and Financial Analysis", New Age International Publishers, New Delhi, 2008.
3. A.R. Aryasri: "Managerial Economics" 3rd Edition.
3. Craig H. Petersen, Cris Lewis, Sudhir k Jain: "Managerial Economics", Pearson Education, New Delhi, 2009.
4. Dominick Salvatore: "Managerial Economics", Oxford University Press, New Delhi, 2009.
6. Mithani D M: "Managerial Economics", Himalaya Publishing House, Mumbai, 2008.
5. Dwivedi D N: "Managerial Economics", Vikas Publishing House Private Limited, New Delhi, 2009.
6. William f, Samuelson, Stephen G, Marks: "Managerial Economics", Wiley India Publishers, New Delhi, 2008.

ACCOUNTING FOR MANAGERS

I - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop an insight of principles and techniques of accounting and utilization of financial and accounting information for planning and decision-making.
- To design a framework for the analysis of financial statements.

Course Learning Outcomes:

Students will be able to

- apply the knowledge of Accounting Rules and Regulations to the organizations.
- acquire the knowledge of Human Resource Accounting.
- Evaluate the Concept of Inventory Management for managerial decision making.
- assess the performance of Organization based on the Ratios Analysis.

UNIT – I: Accounting Process

Definition of accounting, Accounting Cycle, Classification of accounts, accounting equation static and dynamic nature of accounting, Users of accounting information, Books of original entry, ledger, trial balance, Terminal accounts. Accounting Concepts and Conventions and their implications on the data generation-Case study.

UNIT – II: Understanding Terminal accounts

Preparation and presentation of income statement, Balance Sheet. 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. Preparation and presentation of final accounts of companies-Case study.

UNIT – III: Inventory Valuation

Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Issue of Shares, Issue of shares at premium and Discount -Case study.

UNIT – IV: Financial Analysis-I

Ratio analysis liquidity, activity, structural, coverage and profitability ratios; predictive power of ratio analysis; Inflation and financial analysis; applications of financial analysis, emerging concepts of inflation accounting -Case study.

UNIT – V - Financial Analysis-II:

Funds flow analysis; concepts of funds; ascertaining funds from operations; Sources of funds: Uses of funds; Preparation and analysis of funds flow statement and cash flow statement, Preparation of Cost Sheet -Case study.

Text Books:

1. Asish K. Bhattacharyya: “*Essentials of Financial Accounting*”, PHI Private Limited, New Delhi, 2009.
2. Vijaya Kumar.P, Ravindra P.S.Accounting for Managers,Himalaya Publishing House, New Delhi, 2013.
3. G.Prasad, Accounting for Managers, Jai bharat Publications.

Reference Books:

1. Ramachandran N, RamKumar Kakani: Financial Accounting for Management, McGraw Hill 2013.
2. Ashok Banerjee: Financial Accounting, a managerial Emphasis, Excel books, New Delhi, 2012.

BUSINESS COMMUNICATION & SKILL DEVELOPMENT

I - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To obtain knowledge about the general terms related to the academic study of organization communication.
- To understand how individual personality traits and human temperament effect organizational communication and cohesion.
- To examine how supervisors and subordinates communicate with each other effectively.

Course Learning Outcomes:

Students will be able to

- apply the knowledge of overcoming the Barriers of communication.
- asses the role played by nonverbal communication and different personality traits.
- apply the types of communication which are effective in organizations.
- examine the deliverability take part in interviews, presentations, discussions, etc.

UNIT – I: Role of Communication in Business:

Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication – Silence – Case study.

UNIT – II: Managing Organization Communication:

Formal and Informal Communication -Intrapersonal Communication – Models for Inter Personal Communication - Managing Motivation to Influence Interpersonal Communication – Communication Styles – Gateways to Effective Interpersonal Communication - Case study.

UNIT – III: Business Writing Skills:

Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in business Communication - Case study.

UNIT – IV: Report Writing:

Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report - Case study.

UNIT – V: Presentation skills:

Techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques – Communication etiquettes - Case study.

Text Books:

1. **Essentials Of Business Communication**, Rajendra Pal, JS Korlahhi: Sultan Chand & Sons, New Delhi.

Reference Books:

1. Communication Skills, Leena Sen, Prentice Hall of India Pvt. Lte.,New Delhi
2. Developing Communication Skills, Krishna Mohan, Meera Banerji, Macmillan India Ltd.
3. Technical Report Writing Today 8th Edition, Daniel G Riordan, Steven E.Pauley, Biztantra, New Delhi.
4. Basic Business Communication, 10th Edition, Lesiker and Flatley, Tata McGraw-hill
5. Business Communication, RK Madhukar, Vikas Publishing House Pvt. Ltd.,
6. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi.

BUSINESS ENVIRONMENT

I - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop ability to understand and scan business environment in order to analyze the opportunities and take decisions under the uncertainty.
- To understand the importance and effects of taxation on business.
- To understand the mechanics of a transaction from both import and export perspectives.

Course Learning Outcomes:

Students will be able to

- apply the knowledge about international business environments and cross cultural differences.
- assess the measures to be taken to correct the disequilibrium.
- apply the knowledge of Environment Laws to business decision making.
- analyze and assess the need for consumer protection and outline the areas covered by consumer protection laws.

UNIT – I: Business Environment

Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance- Emergence of BRIC economies -Case study.

UNIT – II: Structure of Indian Economy

Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002-Case study.

UNIT – III: Fiscal Policy

Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – critical analysis of the recent fiscal policy of Government of India. Balance of Payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures- Monetary Policy-Creation of SEZs -Case study.

UNIT – IV: India's Trade Policy

Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures- Nature and Role of stock exchanges in India -Case study.

UNIT – V: Legal Frame

Special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955-Case study.

Text Books:

1. Dutt and Sundaram: “**Indian Economy**”, S. Chand, New Delhi, 2007.
2. Francis Cherunilam: “**Business Environment-Text and Cases**”, Himalaya Publishing House, Mumbai.
3. Justin Paul: “**Business Environment**”, Tata McGraw Hill, New Delhi, 2006.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, Mumbai.

Reference Books:

1. Raj Agrawal: “**Business Environment**”, Excel Publication, New Delhi.
2. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
3. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
4. Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
5. Shaikh Saleem: “**Business Environment**”, Pearson Education, New Delhi, 2008.
6. Veena Keshap Pailwar: “**Economic Environment of Business**”, PHI Private Limited, New Delhi, 2009.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

I - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To familiarize the techniques of optimization and their applications in decision-making.
- To introduce transportation and assignment model.
- To determine how to plan, monitor and control projects with the use of PERT.

Learning Outcomes:

Students will be able to

- evaluate the linear programming problems using graphical method and simplex method.
- assess optimal cost for transportation models and assignment models.
- examine the network diagrams for different projects and identify critical path.
- apply the methods to replace an existing old machine.

UNIT – I: Introduction to Decision Theory

Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk- Decision trees, Graphic displays of the decision making process.

UNIT – II: Linear Programming

Formation of mathematical modeling, Graphical method, the Simplex Method, Artificial variable techniques: Big M method.

UNIT – III: Transportation, Assignment Models

Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem.

UNIT – IV: Game Theory

Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution of Games without Saddle point Replacement models – individual replacement when money value is constant and not constant.

UNIT – V: P.E.R.T. & C.P.M.

Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

Text Books:

1. Berry Render, Ralph M. Stair Jr, Michael E. Hanna -**QUANTITATIVE ANALYSIS FOR MANAGEMENT.**

Reference Books:

1. Selvaraj R., Loganadhan, C "**Quantitative Methods in Management**", Excel Publication, New Delhi.
2. Jaisankar S, "**Quantitative Techniques for Management**", Excel Publication, New Delhi.
3. Hamdy, A.Taha: "**Operations Research: An Introduction**", Prentice-Hall of India, New Delhi 2003.
4. J. K. Sharma, "**Operations Research: Theory and Applications**", Macmillan India, 2001.
5. Bill E Gillett: "**Introduction To Operations Research: A Computer-Oriented Algorithmic Approach**" Tata McGraw Hill, New Delhi, 2002.
5. Anderson Sweeny Williams: "**Statistics for Business and Management**", 10/e, Cengage Learning, New Delhi.
6. N.D.Vohra: "**Quantitative Techniques in Management**", Tata-McGraw Hill Private Limited, New Delhi, 2003.
7. L.S. Srinath: "**PERT/CPM**", East-West Publishers, Mumbai, 2003
8. Gupta S.P: "**Statistical Methods**", Sultan Chand and Sons, New Delhi, 2005
9. U.K.Srivastava, G.V.Shenoy, S.C.Sharma: "**Quantitative Techniques for managerial decisions**", New Age International, Mumbai, 2008,
10. Punmia and Khandelwal: "**PERT/CPM**, Laxmi Publications, Hyderabad, 2009.

KNOWLEDGE MANAGEMENT

I - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To identify the importance of knowledge in current business organizations.
- To determine the driver that leads to organizational success.

Learning Outcomes:

Students will be able to

- evaluate the importance of knowledge in current scenario.
- design knowledge hierarchy that can be made for handling future organizational processes.
- design tools responsible for analyzing the techniques in knowledge by the students in future.
- assess the importance of other disciplines with the knowledge management.

UNIT – I: Introduction to Knowledge Management

Definition- Scope and Significance– Techniques and difficulties - plementation of Knowledge Management- Knowledge Sharing – Knowledge Dynamics – Principles of Knowledge Management-case study.

UNIT – II: Essentials of Knowledge Management

Data- information- knowledge – Basic types of Knowledge – Knowledge Capital – classification of organizational Knowledge and Knowledge life cycle-organizational Knowledge processes –Technology Enablers,RICE model-case study.

UNIT – III: Drivers of Knowledge Management

Pillars of Knowledge Management – Knowledge based products – Inventory Management – Supply Chain Planning – Seven layers of Knowledge Management – Success factors of Knowledge Management Implementation-case study.

UNIT – IV: Knowledge Management Systems and Tools

Knowledge Mapping Techniques – Core issues of implementation – Methodology of implementation and Acquisition Tools- Knowledge Indexing and Processing – Knowledge analysis on-line Analytical Processing, knowledge network-case study.

UNIT – V: Technologies and Knowledge Management

Information Technology and Knowledge Management – E-Commerce and KM – Total Quality Management and KM – Benchmarking -Customer Relationship and Knowledge Management – Measuring Knowledge Management-case study. Human Resources and Knowledge Management – Euro Linguistic Programming (NLP) – Strategies for Human Capital and Talent Management – New Vistas – Job Hopping - Knowledge Audit – Brain Drain and Brain Gain-case study.

Textbooks:

1. RL Nandeshwar, BalaKrishna: Change and Knowledge Management, Excel Books, New Delhi, 2010
2. Irma Becerra, Fernandez: Knowledge Management, Pearson Education, New Delhi,2009.

Reference Books:

1. Sudhir Warier E: *Knowledge Management* Vikas Publishing House Private Limited, Hyderabad.2009
2. Daryl Morey: Knowledge Management, University Press, New Delhi, 2009.
3. B. Rathana Reddy: Knowledge Management, Himalaya Publication, 2007.
4. Donald Hislop: Knowledge Management in Organisation, Oxford University Press, New Delhi, 2009
5. Shelda Debowski: Knowledge Management, Wiley India, New Delhi, 2007.

INFORMATION TECHNOLOGY LAB FOR BUSINESS MANAGEMENT

I - Semester

Practical	: 4	Internal Marks	: 25
Credits	: 2	External Marks	: 50

Course Objectives:

- To develop an understanding of various software systems in business, improve communication and presentation skills using MS Power Point and Microsoft Word.
- To familiarize with spreadsheet (MS Excel) as a financial modeling tool and understand its capabilities and limitations.
- To gain the knowledge of Data Collection and Analyzing Techniques and implement them effectively.

Course Learning Outcomes:

Students will be able to

- apply the knowledge of Microsoft office tools like Microsoft word, Power Point to prepare effective presentations and documentation of project work.
- apply the knowledge of Microsoft Excel in Financial modeling.
- examine the Data Analysis technique and data collection methods.
- examine the knowledge of charts and flow diagrams in management decisions.

UNIT – I: Introduction to MS Office and SQL

Introduction of various software used for business and their significance in the current business environments; Introduction to MS-Office, SQL.

UNIT – II: Financial Modeling

Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations.

UNIT – III: Statistics for Management

Statistics for management - correlation and regression analysis, data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel).

UNIT – IV: Data Collection and Analyzing techniques

Data Collection and analyzing techniques - charts, flow diagrams TQM methodologies, six sigma.

UNIT – V: Presentations of Mini projects

Preparation and presentations of mini projects/seminars assigned for course work of first semester.

Text Books:

1. Alexis Leon, Introduction to Computers with MS Office 2000, TMH, New Delhi, 2000.
2. Bayross, Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj, BPB, 2002.

Reference Books:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012
2. Courter, Mastering Microsoft Office for Business Professional, Techmedia, 2003.

FINANCIAL MANAGEMENT

II - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To identifying the firm's earnings available to the equity share holders, market price of the share & their price earning capacity.
- To provide safety on investment made by the organization
- To plan a sound capital structure of an organization.

Course Learning Outcomes:

Students will be able to

- assess the fundamental decision issue in working capital management – and the trade-offs involved in making these decisions.
- develop the relationship between profitability, liquidity, and risk in the management of working capital.
- design appropriate dividend policy that has to be adopted which helps in maximizing the wealth of the share holders & growth of the firm.

UNIT – I: The Finance Function

Objective: Profit or Wealth Maximization and EPS Maximization, An overview of Managerial Finance functions- Time value of money. Present value, future value of money and the basic valuation models. -Case study.

UNIT – II: Investment decisions

Nature of Capital Budgeting decisions - techniques of capital budgeting: Pay back method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Advanced problems and cases in capital budgeting. -Case study.

UNIT – III: Cost of Capital & Working Capital Management

Cost of Capital

Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

Working Capital Management:

Components of working capital, gross vs. net working capital, determinants of working capital needs the operating cycle approach. Planning of working capital, .Financing of working capital through Bank finance and Trade Credit. Management of current assets –I: Management of cash -Case study.

UNIT – IV: Capital structure Decisions

Capital structure vs financial structure – Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories –The Modigliani Miller Theory –A critical appraisal. -Case study.

UNIT – V: Dividend Decisions

Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends, Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model -Case study.

Text Books:

1. Prasanna Chandra: Financial Management (Tata McGraw Hill).
2. I M Pandey: Financial Management (Vikas Publishing).

Reference Books:

1. James C Van Horne: Financial Management & Policy (Pearson Education)
2. Eugene F.Brigham, et.al: **FINANCIAL MANAGEMENT**, (Harcourt college)

MARKETING MANAGEMENT

II - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To identify different options for marketing activities within the target market.
- To identify the factors that influences a company's decision to make adaptations to its product for the market.

Course Learning Outcomes:

Students will be able to

- assess the internal and external environment through scanning the marketing environment.
- design the steps in designing & developing a new product.
- develop a number of pricing tactics & decide alternative pricing strategies.
- explore the possibilities and the challenges of the Internet as a channel in global perspectives.

UNIT – I: Introduction to Marketing

Core Concepts: Needs, Wants, Demand, Products, Market, Exchange, Transactions, Marketing; Marketing Concepts/orientations. Consumer market Vs Industrial market; Marketing Environment- macro and micro components, their impact on marketing decisions -Indian Marketing Environment.

UNIT – II: Market Analyses and Selection

Consumer Behaviour: Factors influencing buyer behaviour-Buying decision process- Industrial buying process. Market Segmentation: Segmenting Consumer and Institutional markets -Market Segmentation, Targeting and Positioning (STP).

UNIT – III: Product Development and Pricing

Product- New Product Development- Product Life Cycle; Branding, Packaging and Labeling Pricing Strategy: Objectives of Pricing- Factors influencing Price-Methods of Pricing, Adopting price, initiating the price cuts, responding to competitor's price changes.

UNIT – IV: Promotion and Distribution

Promotion mix- The role of marketing communication-Communication mix - Advertising, Personal selling, Sales Promotion, Publicity, Public relations and Direct Marketing. Distribution Decisions: Channel functions- Channel design-Choice and Management of Distribution Channels.

UNIT – V: Marketing Control and Emerging Issues

Marketing Organization and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation and control techniques. Emerging trends in marketing- Social marketing, Green marketing and Web marketing.

Relevant cases have to be discussed in each unit.

Text Books:

1. Philip Kotler, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. Tapan K Panda: "Marketing Management Text and Cases", Excel Books, New Delhi.

Reference Books:

1. VS Ramaswamy, S.Namakumari:, "Marketing Management", 3/e, Macmillan, New Delhi, 2003
2. Karunakaran: "Marketing Management", Himalaya Publishing House, Mumbai.
3. M.Govindarajan: "Marketing Management, Concepts, Cases, Challenges and Trends", PHI Private Limited, New Delhi, 2007.
4. T.N.Chhabra, SK.Grover: "Marketing Management", Dhanpat Rai and Co., New Delhi,2010

HUMAN RESOURCE MANAGEMENT

II - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop an understanding of various HR related ethical issues.
- To expose different performance evaluation techniques.
- To develop an understanding of how to assess training needs of an organization.

Learning Outcomes:

Students will be able to

- develop proper Interview and selection techniques for the different kinds of requirements in an organization.
- examine an appropriate Performance Evaluation technique for assessing the performance of individuals of an organization and be able to prepare the training needs Matrix of an organization.
- evaluate the operational issues associated with trade unions and Industry relations.

UNIT – I: HRM

Significance - Definition and Functions – evolution of HRM - Principles – Role of HRM - HR policies, Strategies to increase firm performance - Role and position of HR department – Aligning Hr strategy with organizational strategy- HRM at global perspective- Challenges – Cross cultural problems – Emerging trends in HRM - Ethical Issues in Human Resource Management - Cases Study.

UNIT – II: Investment perspectives of HRM

HR Planning – Demand and supply forecasting - Recruitment and Selection – Sources of recruitment, Tests and Interview Techniques - Training and Development –Methods and techniques – Training evaluation - retention - Job Analysis – Job description and job specifications. HRD concepts – mechanisms – Career planning and counseling - MDPs- Case study.

UNIT – III: Performance Evaluation

Importance – methods – traditional and modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments- Compensation mechanisms at international level - Case study.

UNIT – IV: Salary and Wage Administration

Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – Statutory and non-statutory welfare measures – Incentive mechanisms - Case study.

UNIT – V: HR accounting and auditing

Nature and significance – Human resource accounting practices and standards – problems – HR audit - process – HRIS – methods. Managing industrial relations: Trade unions – Employee participation schemes – Collective bargaining – Grievance and disputes resolution mechanisms. Safety at work: Nature and importance – Work hazards – Safety mechanisms – Managing work place stress - Case study.

Text Books:

1. Gary Dessler: “**Human Resources Management**”, PHI Private Limited, New Delhi, 2007.
2. KAswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2007.

Reference Books :

1. Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai.
2. Muller_Camen. Croucher and Leigh: “**Human Resource Management- A Case study Approach**”, JAICO Publishing, Delhi.
3. Shashi K Gupta, Rosy Joshi: “**Human Resource Management and Organizational Behavior**”, Kalyani Publications, Hyderabad, 2007.
4. Biswanath Ghosh: “**Human Resources Development and Management**”, Vikas Publishing House Private Limited, New Delhi, 2008.

PRODUCTION AND OPERATIONS MANAGEMENT

II - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop an understanding of layout facilities in the organization.
- To get acquainted with the basic aspects of Production/Operations Management.
- To familiarize the effective and efficient ways to utilize the resources

Course Learning Outcomes:

Students will be able to

- apply the knowledge of Production process to Manufacturing organizations.
- evaluate the Sequence of operations as per the master production schedule.
- develop an appropriate plant location and its layout.
- analyze the different methods of work study concept.

UNIT – I: Introduction

Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario today. Product and Process Design: Product and Process Development, Manufacturing Process Technology, CAD/CAM, Value Analysis. Case study.

UNIT – II: Facilities Management

Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology. Case study.

UNIT – III: Aggregate Planning

Preparation of aggregate demand Forecast, Specification of Organizational Policies for Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy. Case study.

UNIT – IV: Scheduling

Scheduling In Job, Shop Type Production, Shop-Loading, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production, Line balancing, Methods of Production Control, World class production – work study - Case study.

UNIT – V: Quality management

Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes -Total Quality Management-ISO 9000 series standards, Six Sigma. Case study.

Text Books:

1. Chase, Aquilano, Jacobs: "Operations Management for Competitive Advantage", Tata McGraw Hill, New Delhi, 2007.
2. Elwood S. Buffa and Rakesh K. Sarin: "Modern Production and Operations Management", Wiley India, New Delhi, 2008.
3. Aswathappa K : "Production and Operation Management", Himalaya Publishing House, Mumbai.

Reference Books :

1. James R. Evans and David A. Collier: "Operations Management", Cengage Learning India Private Limited, New Delhi, 2009.
2. R. Panneerselvam: "Production and Operations Management", PHI Learning Private Limited, New Delhi, 2009.
3. SN Chary: "Production and Operations management, Tata McGraw Hill, New Delhi, 2008.
4. Mahadevan: "Operations Management", Pearson Education, New Delhi.
5. Upendra Kachru: "Production and Operations Management-Text and Cases", Excel Books, New Delhi.
6. Nair N G: "P Tata McGraw Hill, New Delhi, 2009.
7. William J Stevenson, "Operations management", Tata McGraw Hill, New Delhi, 2009.

BUSINESS RESEARCH METHODS

II - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To understand different Business Research Methods.
- To have a general understanding of statistics applicable to business.

Learning Outcomes:

Students will be able to

- apply the suitable sampling techniques for the given population
- apply different statistical tests suitably for different problems and give inferences
- evaluate the gap between theory and practice by discussing and analyzing relevant case studies.

UNIT – I : Introduction

Nature and Importance of research, the role of business research, types of research-Research Process– Data Base: Discussion on primary data and secondary data- Methods of collecting primary and secondary data-Case study.

UNIT – II: Sampling design and sampling procedures

Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale-Case study.

UNIT – III: Survey research and data analysis

Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report-Case study.

UNIT – IV: Statistical Inference

Tests of Hypothesis, Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, z-test for two means and proportions and Chi Square test-Case study.

UNIT – V: Bivariate Analysis-t

Bivariate Analysis—t test for comparing two means, ANOVA-one way & two way classifications and simple correlation and regression analysis-Case study .Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence.

Text Books :

1. C.R. Kothari: “*Research Methodology*”, Wishwa Prakashan, 2009.

Reference Books:

1. Panneerselvam R: “*Research Methodology*”, PHI Learning Private Limited, New Delhi, 2009.
2. Willam G.Zikmund: “*Business Research Methods*”, Cengage Learning, New Delhi, 2006.
3. S.Shajahan: “*Research Methods for management*”, JAICO Publishing House, New Delhi, 2009.
4. Battacharya, DK: “*Research Methodology*”, Excel Books, New Delhi.
5. Alan Bryman, Emma Bell: “*Business Research Methods*”, Oxford University Press, New Delhi, 2008.
6. Cooper R.Donald and Schindler S. Pamela: “*Business Research Methods*”, 9/e, Tata MCGraw Hill, New Delhi.
7. CR Kothari: “*Research Methodology Methods and Techniques*”, New Age International Publishers, New Delhi, 2009.
8. Ajai S.Gaur and Sanjaya S.Gaur: “*Statistical Methods for Practice and Research*”, Sage Publications, New Delhi, 2007.
9. Sachdeva: “*Business Research Methods*”, Himalaya Publishing House, Mumbai.

INTERNATIONAL BUSINESS

II - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

The objective of this course is to

- To acquaint with emerging global trends to business environment.
- To familiarize with the foreign Exchange Markets to describe the major trends in BOP.
- To understand Role of Multinational Corporations in promoting international business.

Course outcomes:

Students will be able to

- assess the role of Multinational Corporations in promoting international business.
- analyze the mechanics of a transaction from both import and export perspectives.
- identify the key differences between trade in goods and trade in services.

Unit – I: International Business:

Significance, Free Trade vs. Protection. Emerging Trends, Trade Barriers Trade Strategies.

Unit – II: Balance of Payments:

Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

Unit – III: Foreign Exchange Markets:

Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

Unit – IV: Globalisation:

Role of Multinational Corporations – Impact on India – Role of GDRs, FII – Export Promotion Zones – Special Economic Zones.

Unit – V: International Liquidity:

Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

Text Books:

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.

Reference Books:

1. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
2. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.
3. Taggart and Medrmott, The Essence of International Business, Prentice Hall of India.
4. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications.
5. Daniel John D and Redeboug, Lee. H., International Business, Addison Wesley India.

ORGANIZATIONAL BEHAVIOUR

II - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To provide a basic knowledge of main ideas and key theories relating to organizational behavior.
- To increase managerial effectiveness through understanding of self and others.

Course Learning Outcomes:

Students will be able to

- develop the various number of established theorists, theories and studies relating to organisational behavior.
- evaluate the key assumptions on which behaviour in organisations is currently managed and assess the effect of these ideas on employee attitudes and actions.
- apply problem solving and critical thinking abilities to analyse the kinds of choices available for developing alternative organisational behaviour approaches in the workplace.

UNIT – I: Introduction

Nature, scope & Importance – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior (Autocratic, Custodial, Supportive, Collegial & SOBC).

UNIT – II: Perceptual Management

Nature, importance - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories (Maslow & Herzberg) Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - types – changes and behavior modification techniques.

UNIT – III: Personality Development

Nature - Stages, Factors, Determinants of Personality, Theories of personality - Johari Window - Transactional Analysis, Learning Processes - theories, Creativity and Creative Thinking. Leadership – nature – skills. Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

UNIT – IV: Inter- Personal Communication

Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT – V: Organizations

Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles Underlying the Design of Organizations, Organizational Culture, Power and Authority. Organizational Development: Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.

Text Books:

1. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.

Reference Books:

1. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
2. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
3. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
4. Sharma VS, Veluri: “**Organizational Behavior**”, JAICO Publishing House, New Delhi, 2009.
5. Slocum, n Helireigel: “**Fundamentals of Organizational Behavior**”, Cengage Learning India, New Delhi, 2009.
6. Jennifer M.George and Gareth R. Jones: “**Understanding and Managing Organizational Behavior**”, Pearson Education, New Delhi, 2009.
7. Schermerhorn, Hunt and Osborn: “**Organizational Behavior**”, Wiley India Limited, New Delhi, 2007.
8. GregoryMoor head, Ricky W.Grif fin: “**Organizational Behavior**”, Biztantra, New Delhi, 2009.

BUSINESS LAW

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To understand the nature of the contractual relationship and list the elements required to create a contract (offer, acceptance, genuine agreement, consideration, capacity and legality).
- To identify the classifications of contracts: valid, void, voidable, unenforceable, express, implied, oral, and written.

Course Learning Outcomes:

Students will be able to

- identify potential risks in contracts and interest of the consumers.
- understand about the offer and acceptance.
- analyze and determine the Agent Duties, rights and about Termination of Agency.

UNIT – I: Importance of Commercial Law

The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance –Capacity – Consideration –Free Consent –Legality of Object –Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies-case study.

UNIT – II: Sales of Goods Act

Introduction to Act – Distinction between Sales and Agreement to Sell– Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership –Rights of an Unpaid Seller-case study.

UNIT – III: Consumer Protection Act, 1986

Introduction to Act – Consumer Right – Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000-case study.

UNIT – IV: Contract of Agency

Meaning and Nature of Agency – Kinds of Agents –Creation of Agency- Duties and Rights of Principal –Duties and Rights Agents Principal's Liability for the Acts of the Agent- Personal Liability of Agent –Termination of Agency-case study.

UNIT – V: Negotiable Instruments Act, 1881 & Indian Partnership Act

Characteristics of Negotiable Instruments –Kinds of a Negotiable Instrument – Endorsement – Presentation of Negotiable Instrument –Discharge of a Negotiable Instrument-Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership, Company Act,1956-Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up-case study.

Text Books:

1. Ravindra Kumar:Legal Aspects of Business, Cengage learning, New Delhi, 2009 Pathak: Legal Aspects of Business, Tata McGraw Hill, New Delhi, 2010.
2. S. N. Maheshwari, S.K.Maheshwari: A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
3. N. D. Kapoor: Business Law, Sultan Chand, New Delhi.
4. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010.
5. S. S. Gulshan: Business Law, Excel Books, New Delhi, 2010.

Reference Books:

1. Satish B, Mathur: Business Law, Tata McGraw Hill, New Delhi, 2010.
2. S.S.Gulshan, G.K.Kapoor: Business Law Including Company Law, New-Age Publishers, New Delhi, 2008.
3. K.C.Garg, V,K.Sareen: Business Law, Kalyani Publication, New Delhi, 2007.
4. P.K.Goyal: Business Law for Mangers, Biztntra, New Delhi, 2010.

BUSINESS POLICY & STRATEGIC MANAGEMENT

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To know the framing of objectives/goals for a new-born firm.
- To analyze the pros and cons for a company internally and externally through standard matrices.
- To formulate the hierarchy levels ranges corporate to business to functional units.

Course Learning Outcomes:

Students will be able to

- evaluate various the policies for a company.
- apply a strategy that fits the company's structure and culture.
- analyze of the performance through strategic audit facilitate to make necessary future. changes in crafting a strategy.

UNIT – I: Introduction

Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy, Balanced score card-case study.

UNIT – II: Environmental Scanning

Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Strategy and Competitive advantage. Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model-case study.

UNIT – III: Strategy Formulation

Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels-case study.

UNIT – IV: Restructuring and Diversification Strategies

Turnaround Strategy, Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures.-Diversification Strategy - types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies-case study.

UNIT – V: Strategy Implementation

Strategy and Structure, Strategy and Leadership, Strategy and culture connection- Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organisational Values and Their Impact on Strategy– Resource Allocation Strategy Evaluation and control – Establishing strategic controls - Measuring performance –appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance –Strategic surveillance -strategic audit-case study.

Text books:

1. Vijaya Kumar P., Hitt A : Strategic Management, Cengage learning, New Delhi, 2010.
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009.
3. R.Srinivasn: Strategic Mangement, PHI Learning, New Delhi, 2009
4. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi, 2009.

Reference Books:

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: Strategic Management and Business Policy, Excel Books, New Delhi, 2008
3. Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2003.
4. U.C.Mathur: Strategic Management, MacMillan Pulishers, New Delhi, 2009
5. Peter Fitxroy: Strategic Management, Wiley India, New Delhi, 2009
6. B.Hiriyappa: Stratagic Management, New Age Internationals, New Delhi, 2008.
7. Amita Mital: Cases in Stratagic Management, Tata McGraHill, New Delhi, 2008.

LOGISTICS & SUPPLY CHAIN MANAGEMENT

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop an understanding the functions comprising logistics, how these functions interact, and how logistics can be managed as a system to reduce total cost.
- To distinguish the effective strategies for logistics managers to improve corporate performance while simultaneously increasing customer service and improving corporate performance.

Course Learning Outcomes:

Students will be able to

- apply knowledge of the functional components within logistics to the interrelationships in the integrated supply chain.
- analyze the logistics technology tools and resources, in order to comply with the requirements of logistics/supply chain management.
- evaluate and select warehousing and transportation options and recommend appropriate solutions for business requirements.

UNIT – I: Logistics and Competitive strategy

Understanding the Supply Chain: Objective and Importance of Supply Chain Process View of Supply Chain. Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope. Logistics: The Logistical value proposition, The Work of Logistics, logistical operations, Supply chain Synchronization in India-case study.

UNIT – II: Customer Service Dimension

The marketing and logistics interface – Customer service and customer retention – Service-driven logistics systems – Basic service capability – Increasing customer expectations - Value added services – Customer satisfaction and success-case study.

UNIT – III: Measuring logistics costs and performance

The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – cost drivers and activity-based costing-case study.

UNIT – IV: Logistics and Supply chain relationships

Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships-case study.

UNIT – V: Sourcing, Transporting and Pricing Products

Sourcing decisions in a Supply Chain and procurement strategies, Pricing and Revenue Management in a Supply Chain, Information Technology and coordination in a Supply chain. Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes– Channels in Global logistics–Issues and Challenges in Global supply chain Management-case study .

Text books:

1. Alane E Branch: Global Supply Chain Management and International Logistics, Routledge Publishers, New Delhi, 2009
2. Narayan Rangaraj: Supply Chain Management in Competitive Advantage, TMH, New Delhi, 2009
3. Anurag Sexena: Logistics and Supply Chain Management, Jaico Publishing House, New Delhi, 2009

Reference Books

1. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Third edition, Pearson, 2009.
2. Donald J.Bowersox and David J.Closs: Logistical Management: The Integrated Supply Chain Process, TMH, 2006.
3. Rajasekhar & Acharyulu: Logistics and Supply Chain Management, Excel, 2009.
4. Sridhara Bhat: Logistics and supply chain management, Himalaya, 2009. John T Mentzer: Supply Chain Management, Sage Publications, 2008
5. Donald J.Bowersox and David J.Closs, Logistical Management: The Integrated Supply Chain Process, TMH, 2003.
7. Edward J Bradi, John J Coyle: A Logistics Approach to Supply Chain Management, Cengage learning, New Delhi, 2010.
8. D.K.Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010.

BUSINESS ETHICS & CORPORATE GOVERNANCE

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To make the students aware of ethical and moral issues concerning business both in Indian and international context.
- To develop sensitivity of students for right ethical practices in conduct of business.

Course Learning Outcomes:

Students will be able to

- apply ethical concepts to business practice.
- understand the importance of maintaining a positive reputation as it relates to branding and other marketing elements.
- evaluate current business issues in the context of their ethical dimensions.
- analysis how corporate governance systems influence performance, including both the performance of individual firms and the allocation of capital within a country;

UNIT – I: Importance of Business Ethics

Values and Ethics – Nature and Goals of Business Ethics — Ethics in Work Place – Ethical Decision Making. Concepts and Theories of Business Ethics- Normative theories – Ethical theories in relation to Business – Major Indian Scams –Reasons for Unethical practices-Case Study.

UNIT – II: Marketing Ethics

Consumer Rights, Exploitation of consumers, guidelines for Consumer Protection, Product Safety and Pricing– Ethical responsibility in Product-Advertising and Target Marketing – Ethics of Sales, Advertising and Product Placement – Consumer Autonomy-Case Study.

UNIT – III: Ethical Issues in Human Resource Management

Genesis and Growth of HRM – HR related Ethical issues – Institutional Culture – Financial Management and Ethical Issues – Frauds in Banks – Measures against financial Frauds – Constraints to Ethical Practices Indian Nationalized Banks – Frauds in Insurance Sector- Cases.

UNIT – IV: Corporate Governance

An overview – Theory and Practice of Governance- Indian model of Governance – Good Corporate Governance – Land marks in emergence of Governance OECD Principles- Sarbanes-Oxley Act2002 – SEBI's Initiatives – Various Committee Reports on Corporate Governance-Case Study.

UNIT – V: Agents and Institutions in Corporate Governance

Rights and Privileges of-Shareholders-Investors' Problems – Other stakeholders- Board of Directors- Role of Auditors- Duties and -responsibilities of Auditors- Case Study.

Text Books:

1. A.C.Fernando: Business Ethics, Pearson Education, New Delhi, 2009
2. Manuel G. Velasquez: Business Ethics, PHI Learning, New Delhi, 2010
3. Daniel Albuquerque: Business Ethics, Oxford University Press, New Delhi, 2010
4. S. Prabakaran: Business Ethics and Corporate Governance, Excel Books, New Delhi, 2010

Reference Books:

1. R.C.Shekhar: Ethical Choices in Business, Sage Publishers, New Delhi, 2009.
2. Bob Tricker: Corporate Governance, Oxford University, New Delhi,2010
3. Subash Chandra Das: Corporate Governance in India, PHI Learning, New Delhi 2009.
4. David Martin: Corporate Governance, Viva Books, New Delhi, 2010
5. Jayasree Suresh,B.S.Ragavan: Human Values in Professional Ethics, Sultan Chand, New Delhi, 2009.
6. S.K Mandal: Ethics in Business and Corporate Governance, TMH, New Delhi, 2010.

ENTREPRENEURSHIP & PROJECT MANAGEMENT

IV - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To acquaint with challenges of starting new ventures and enable then to investigate, understand and internalize the process of setting up a Business.
- To explore the main factors for successful project management: project planning, project implementation & project evaluation and documentation.

Course Learning Outcomes:

Students will be able to

- understand the importance of women entrepreneurship and problems of women entrepreneur.
- analyse entrepreneurship development programme, government policies, schemes and incentives for promotion of entrepreneurship and social responsibility of business
- evaluate of projects and make project report preparation.

UNIT – I: Entrepreneurship

Importance, Characteristics and Qualities of Entrepreneurship- Role of Entrepreneurship, Ethics and Social Responsibilities, Entrepreneur scenario in India and Abroad-case study.

UNIT – II: Role of Government

Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme-case study.

UNIT – III: Training

Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Challenges & Problems of Women Entrepreneurs, Achievements -case study

UNIT – IV: Creativity

Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-business Ventures; New Venture Management – Emerging Trends-case study.

UNIT – V: Planning and Evaluation of Projects

Growth if Firm - Factors inducing growth- Strategic investment – Growth rate decision – Project Feasibility Study – Cash Flow Projections – Role of study group- Rate of Return from projects- Project quality management techniques- Quality assurance. Problems & risks contingencies in managing International projects-case study.

Text Books:

1. Hisrich: Entrepreneurship, TMH ,New Delhi, 2009
2. Narayana Reddy: Entrepreneurship. Cengage learning, New Delhi,2010
3. Rajeev Roy: Entrepreneurship, Oxford University Press, New Delhi,2010
4. V.Gangadhar, Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi, 2007

Reference Books:

1. H.Nandan: Fundamentals of Entrepreneurship, PHI Learning, New Delhi, 2009.
2. Prasanna Chandra: Projects, TMH, New Delhi, 2009.
3. Kathrin Koster: International Project Management, Sage Publication, NewDelhi, 2010.
4. Shivathanu Pillay: Project Management, University Press, New Delhi, 2009.
5. K.Nagarajan: Project Management, New Age International , New Delhi, 2010.
6. Jack R Meredith: Project Management, Wiley India Publishers, New Delhi,2010.

ELECTIVES
III - SEMESTER

Marketing

ADVERTISING & SALES MANAGEMENT

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To enlighten the students with the Concepts and Practical applications of advertising and brand management.
- To enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Course Learning Outcomes:

Students will be able to

- provide analytical skills useful in planning and evaluating advertising campaigns.
- analyze critically the task of advertising under contemporary conditions and to examine the role of advertising as it relates to other marketing functions.
- evaluate the various types of policies that can be employed in guiding the advertising activity.

Unit – I: Role of Advertising in Promotional Mix

Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit – II: Audience Analysis in Advertising

Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design. Advertising Budgets – Methods of Formulating Advertising Budgets.

Unit – III: Direct Response Advertising

Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising.

Unit – IV: Modern Trends in Sales Management

Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations. Analysis of Market Potential – Sales Potential –

Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – time and Territory Management – Sales Quotas.

Unit – V: Recruitment

Selection and Training of Salesmen – Salesmen's Compensation Plans – Evaluation of Salesmen's Performance – Sales Control Research.

Text Books:

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson, ND.
2. John. S. Wright Wills. L. Winter, Jr. and Sherliyer K. Leigler, Advertising – Tata McGrawHill.
3. Aftab Alam Sales and Distribution Management, Wisdom Publication.

Reference Books:

1. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
2. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya.
3. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi.
5. Eugene. M. Johnson, David L. Kurty and Enirhard. E. Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. S.L. Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
7. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.

Marketing

CONSUMER BEHAVIOUR

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To enable MBA students take marketing decisions keeping in mind the consumer behavior.
- To design primary market research studies for the mutual benefit of consumers and organizations.

Course Learning Outcomes:

Students will be able to

- identify the roots of consumerism.
- understand consumer perception and attitude.
- analyze and determine the behavior of consumer.

Unit – I: Understanding Consumer Behaviour

Defining consumer behavior, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behavior in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Unit – II: Environmental Influences on Consumer behavior

Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

Unit – III: Consumer as an Individual

Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

Unit – IV: Consumer Decision Making Processes

Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

Unit – V: Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Text Books:

1. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition,
2. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
3. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.
4. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.

Reference Books:

1. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
2. Leon G. Schiffman, Leslie Iazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
3. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
4. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
5. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
6. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.
7. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
8. Dr. Shri Prakaash, Consumer Behaviour, Vikas, 2010.
9. S. A. Chunawalla, commentary on Consumer Behaviour, 3rd edition, HPH, 2012.
10. S H H Kazmi, Consumer Behaviour and Marketing Communication, Excel, 2011.
11. J.Paul Peter, Jerry.C. Olsan, Consumer Behaviour and Marketing Strategy, 7th edition, TMH,2011.

Finance

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.
- To choose the portfolio on the basis of the undervalued or overvalued with respect to the market price & Bond valuation models.
- To gain the knowledge in calculation of bond duration, volatility & make or buy decision.

Course Learning Outcomes:

Students will be able to

- evaluate the risk & return of the various combinations of the funds invested in the portfolio.
- analyze the different combination of the contracts & various hedging financial instruments.
- identify Portfolio Management and its various tools and techniques to facilitate the managers in managing their portfolio.

UNIT – I: Investments

The investment environment, classification and functions of financial markets and financial instruments. Securities trading – types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets. - Case study

UNIT – II: Portfolio Theory

Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management. - Case study

UNIT – III: Equilibrium in Capital Market

The Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory, Market Efficiency. - Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management - Case study

UNIT – IV: Equity Valuation Model

Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/ Book value, Price/sales ratio, Economic value added (EVA). Security Analysis: Macroeconomic and industry analysis and company analysis. - Case study

UNIT – V: Derivatives

Option markets, option strategies and option valuation, Futures markets, strategies and pricing. Stock index futures, interest rate futures, Swaps using caps and floors in investment management. Active Portfolio Management: Mutual Funds Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition-case study.

Text Books:

1. Punithavathy Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi, 2009
2. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003

Reference Books:

1. Thomas S Y Ho: Security valuation, Oxford University Press, New Delhi, 2009.
2. S. Kevin: Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009.
3. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2001.
4. Ranganatham : Investment Analysis and Portfolio Management Pearson Education.

Finance

FINANCIAL INSTITUTIONS & SERVICES

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To understand those aspects of economics those are most relevant for a career in banking and finance.
- To provide knowledge and understanding of different types of banking and financial systems in emerging countries and countries in transition.
- To provide an understanding of the theory, methodology and techniques of research in banking and finance, and also of the potential limitations of this research.

Course Learning Outcomes:

Students will be able to

- evaluate the role of technology in Federal Reserve, commercial banks, insurance companies, mutual funds, investment banks, pension funds, federal regulatory agencies, and federal and state guaranty institutions.
- understand the nature of financial intermediation and regulations carried out by the main non-bank financial sub-sectors.
- analyse differentiated markets and generalize the importance of major and minor markets in Indian industry with SEBI regulations.

UNIT – I: The Basic Theoretical Framework

The financial system and its technology; the factors, Financial intermediaries and Financial Innovation; RBI-Central Banking.

Unit-II: Financial Instruments

Role and structure of money market and capital market – Call money market, Treasury bill market, Commercial bill market including commercial paper and certificate of deposits, Discount market – Government securities market – Primary and secondary market for securities

UNIT – III: The Financial & banking institutions

An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC; Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support; case study.

UNIT – IV: The Non-banking financial institutions

Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit.

Unit – V: Financial services

Asset / fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, a d v a n t a g e s , evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating, underwriting, bankers to an issue, debenture trustees, portfolio managers. case

Text Books:

1. R.Shanmugham: Financial Services, Wiley India, New Delhi, 2010
2. M.Y.Khan , Financial Services, Tata McGraw-Hill, New Delhi, 2004.
3. Harsh V.Verma, Marketing of Services, Global Business Press, 2002
4. Bhole : Financial Institutions and Markets, TMH, New Delhi, 2009

Reference Books:

1. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi, 2009.
2. Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston, 2001.
3. Bharti V Pathak: The Indian Financial System, Pearson Education, New Delhi, 2010.
4. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd. 2002.
5. Clifford Gomez: Financial Markets, Institutions and Financial Services, PHI Learning, New Delhi, 2009.
6. Erich A Helfert: Financial Analysis, Jaico Publication House, New Delhi, 2006.

HR

MANAGEMENT OF INDUSTRIAL RELATIONS

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes.
- To build awareness of certain important and critical issues in Industrial Relations.
- To develop an understanding of the interaction pattern among labour and management.

Course Learning Outcomes:

Students will be able to

- understand Formation of trade unions in organizations.
- identify the importance of workers participation in management for decision-making.
- analyze how organization provides welfare schemes for employee to make them delight and enables employee morale.

UNIT – I: Industrial Relations Management

Concept – Role of Industrial Relations Officer –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership- Wider approaches to industrial relations- Labour Market. Case Study.

UNIT – II: Trade Unions

introduction-Definition and objectives-growth of Trade Unions in India - trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems- Employees Association-introduction , Objective Membership, Financial Status. Case Study.

UNIT – III: Quality of Work Life

Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Empowerment and Quality Management –Promoting peace. Case Study.

UNIT – IV: Wage and Salary administration

Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India. Case Study.

UNIT – V: Social Security and Employee Grievances

introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security – Workers' education objectives -Rewarding. Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India. Case Study.

Text Books:

1. Sinha: Industrial Relations, Trade Unions and Labour Legislation Pearson Education, New Delhi, 2009
2. B.D.Singh: Industrial Relations, Excel Books, New Delhi, 2009

Referenc Books:

1. Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
2. C.S Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
3. Arun Monappa: Industrial Relations, TMH, New Delhi. 2009.
4. Ratna Sen: Industrial Relations, MacMillon Publishers, New Delhi, 2010.

HR

GLOBAL HRM

III - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop insights into mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive.
- To cross-cultural issues and understanding of international approaches to dealing with people in organizations.
- To promote understanding of the nature of industrial employees compensation package, principles regulating different components and their role in the compensation package.

Course Learning Outcomes:

Students will be able to

- understand Effective use of managing international assignments.
- analyse cross-culture teams and maintain interpersonal communication.
- assess Mergers and Acquisitions makes better decisions.

UNIT – I: Introduction

A Global HR Perspective in New Economy-Challenges of Globalization Implications of Managing People and Leveraging Human Resource- Cross Culture Skills, and Conflicts -Managing Across Culture- Globalization and HR Issues and Concerns- Dynamics of Change Management. Case Study.

UNIT – II: Global Human Resource Management

Strategic role of International HRM – Global HR Planning – Staffing policy – Training and management development – performance appraisal – Compensation – International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM. Case Study.

UNIT – III: Managing International Assignments

Significance – Selection methods- Positioning Expatriate – Repatriate – factors of consideration - Strategies – International assignments for women - Problems. Cross Culture Management: Importance – Concepts and issues – theories, considerations- Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Case Study.

UNIT – IV: Mergers and Acquisition

Importance – Issues- Role of HRM – HR Interventions-Diversity Management – Problems and Strategies. Case Study.

UNIT – V: Compensation Management

Importance – Concepts- Issues – Methods – Factors of Consideration – Models – Performance Management. Globalization Strategic Advantages through HRD: Measures for Creating HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality Working Life and Productivity –Role of HR Audit – Challenges of Creation of New Jobs through Globalization- HR interventions in Y2K- New Corporate Culture. Case Study.

Text Books:

1. Sujata Mangaraj: “Globalization and Human Resource Management”, Excel Books, New Delhi, 2008.
2. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi, 2009.
3. Pradeep Kumar Sinha & Sanchari Sinha: “International Business Management”, Excel Books, New Delhi, 2008.

Reference Books:

1. Subba Rao P: “International Business”, Himalaya Publishing House, Hyderabad.
2. Chris Brewste, Paul Sparrow, Guy Vernon: “International Human Resource Management”, Universities Press, Hyderabad, 2008.
3. Tony Edwards : International Human Resource Management, Pearson Education, New Delhi, 2008.
4. Chris Brewster: International Human Resource Management, University Press, New Delhi, 2008.
5. Charles M Vance: Managing a Global Work Force, PHI Learning, New Delhi, 2009.

ELECTIVES
IV - SEMESTER

Marketing

MARKETING OF SERVICES

IV - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.
- To introduce the need to develop an appropriate marketing mix.
- To expose an overview of the environmental factors which influence services marketing decisions.

Course Learning Outcomes:

Students will be able to

- appraise, modify, and/or extend new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behavior of services and service firms' marketing behavior.
- assess the difference between marketing physical products and intangible services, including dealing with the extended services promotion mix.
- analyze the current research trends in services marketing and various components of the service promotion mix.

UNIT – I: Understanding services marketing

Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system-case study.

UNIT – II: Customer Relationship Marketing

Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances-case study.

UNIT – III: Market Segmentation

The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development-case study.

UNIT – IV: Pricing strategies for services

Service pricing, establishing monetary pricing objectives, foundations of pricing objectives; Complaint handling, Recovery management, Service Guarantees. Demand and supply management, pricing of services-case study.

UNIT – V: Service promotion

The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix Managing the Service Delivery Process: Blueprinting services — Service process redesign- Services Marketing Triangle - Managing internal and external customers — The customer as co-producer - Balancing Demand and capacity - Managing people for service advantage - Improving service Quality and Productivity - The Gap Model-case study.

Text books:

1. Ravi Shanker: Services Marketing, Excel Books, New Delhi, 2010
2. Audrey Gilmore: Services Marketing and Management, Sage Publication, New Delhi, 2008.
3. Gurudev Singh Thakur: Services Marketing, Kalyani Publications, New Delhi, 2009

Reference Books:

1. Rajendra Nargundkar: Services Marketing, TMH, New Delhi 2010.
2. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010.
3. Govind Apte: Services Marketing, Oxford University Press, New Delhi, 2009.
4. Vasanthi Venugopal: Services Marketing, Himalaya Publishing House, 2010.
4. Nimith Chowdhary: Marketing of Services, MacMillan Publishers, New Delhi, 2009.
5. Douglas Hoffman K: Marketing of Services, Cengage learning, New Delhi, 2010.
6. Harsh V. Verma: Services Marketing, Pearson Education, New Delhi. 2009.

Marketing

INTERNATIONAL MARKETING

IV - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To acquaint students with the environment, principles and policies of and trends in international marketing and related aspects.
- To develop an understanding of insights into certain issues in international marketing: to what degree and in what ways is international marketing different from domestic marketing.

Course Learning Outcomes:

Students will be able to

- understand the complex, dynamic and increasingly global nature of the marketing environment for international marketing research and management assignments.
- analyze international marketing opportunities & appropriate measures to operate effectively in international settings.
- evaluate competing theories and develop justifiable arguments.

UNIT – I: International Marketing

Scope and Significance of International Marketing, - Special problems/features of international marketing vis-a-vis domestic marketing; Internationalization stages and international marketing orientations-case study.

UNIT – II: International market environment

International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market-case study.

UNIT – III: Canalizing and targeting international market opportunities

Regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting-case study.

UNIT – IV: International Market Entry Strategies

Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms-case study.

UNIT – V: International product management

International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market. International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries-case study.

Text Books:

1. Czinkota: International Marketing, Cengage Learning, New Delhi, 2009
2. Sunil Gupta: International Marketing, Kalyani Publishers, New Delhi, 2009
3. Raja Gopal: International Marketing, Vikas Publishing House, New Delhi, 2009.

Reference Books:

1. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008.
2. Sak Onkvisit: International Marketing, Routledge Publications, New Delhi, 2009.
3. Jeffrey Edmund Curry: International Marketing, University Science Press, New Delhi, 2010.
4. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2010.

Finance

FINANCIAL DERIVATIVES

IV - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To ensure providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.
- To understand the fundamental concepts and to develop the necessary skills used in valuing derivative contracts.

Course Learning Outcomes:

Students will be able to

- analyse and evaluate the characteristics of some of the most important financial derivative instruments.
- understand the asset price dynamics in deriving both the binomial and Black-Scholes option pricing models and pricing other more complex derivative instruments.
- establish the ability to price derivative instruments and hedge market risk based on numerical data and current market conventions.

UNIT – I: Introduction

Forwards and Futures Contracts, Other Derivatives -Trading -Regulation -Index Futures - Futures on Currencies - Interest Rate Futures -Derivatives Market in India- Case study.

UNIT – II: Options Market

Properties of Stock Options - Mechanics of Option Markets -Underlying Assets - Stock Options - Warrants, Executive Stock Options, and Convertibles- Case study.

UNIT – III: Trading Strategies

Strategies Involving Options - Spread, Combinations, Other Payoffs -Options on Indices - Hedging Strategies Using Derivatives- Case study.

UNIT – IV: Options Valuation

Binomial Model - One-step and Two Step Binomial Trees -Black-Scholes Model - Lognormal Property of Stock Prices - Volatility - Causes of Volatility- Case study.

UNIT – V: Swaps

Currency Swaps - Interest Rate Swaps - Equity Swaps - Credit Derivatives – Credit Default Swaps - Caps and Floors- Case study.

Text Books:

1. John Hull, Options, Futures and other Derivatives, Pearson Education
2. S.L.Gupta, Financial Derivatives, Prentice Hall.
3. Parameshwaran, Financial Derivatives, McGraw Hill.

Reference Books:

1. D. C. Patwari, Options and Futures- An Indian Perspective, Jaico Publishing House.
2. Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.
3. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw Hill.

Finance

INTERNATIONAL FINANCIAL MANAGEMENT

IV - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To determine trading through the exchange of foreign currency and international dealings with overseas business partners.
- To maintain balance of *payments* with the rest of the world and to equalize the combined expenditure on imports of goods and services with investment income going abroad.

Course Learning Outcomes:

Students will be able to

- conversion of currency & their cross quotations can be known.
- analyse players trade in these markets such as central banks, speculators, corporations and individuals make up of this market can be made aware of.
- asses arrangement of netting systems bilateral and multilateral with cross border countries can be elevated to students.

UNIT – I: International Financial Management

An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM; case study.

UNIT – II: International Flow of Funds

Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends and payment methods; case study.

UNIT – III: International Monetary System

Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU) ; case study.

UNIT – IV: Foreign Exchange Market

Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of

arbitrage, speculation in the forward market; Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market; case study.

UNIT – V: Exchange Rates

Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect; case study.

Text Books:

1. Alan C. Shapiro, *Multinational Financial Management*, 7/e, John Wiley, 2006.
2. Jeff Madura, *International Corporate Management*, 8th edition, Thomson Publications, 2007.
3. S. Eun Choel and Risnick Bruce, *International Financial Management*, 3/e Tata McGraw Hill, 2006

Reference Books:

1. P.K Jain, Josette Peyrard and Surendra S. Yadav, *International Financial Management*, Macmillan Publishers, 2006.
2. P.G. Apte, *International Financial Management*, 4/e Tata McGraw-Hill, New Delhi, 2007.
3. Madhu Vij, *International Financial Management*, second edition, Excel Books, 2005.
4. Maurice D. Levi, *International Finance*, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2006.

MANAGEMENT OF CHANGE AND DEVELOPMENT

IV - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.
- To Gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

Course Learning Outcomes:

Students will be able to

- develop strategies to build a learning organization.
- analyze the principles of change and manage and sales force compensation and training.
- develop an understanding of the principles of ethical and legal issues faced by contemporary sales force.

UNIT – I: Basics of Change Management

Meaning, nature and Types of Change – change programmes – Techniques of overcoming Resistance to change – change as growth – change as transformation – change as turnaround – value based change. Case Study.

UNIT – II: Mapping Change

Role of Change Agent – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach. Case Study.

UNIT – III: Systems Approach to Change

Systems autonomy and behavior – the intervention strategy model – cases in intervention – total project management model (TPMM). Learning organization: The relevance of a learning organization – kindling learning processes in organizations- strategies to build a learning organization. Case Study.

UNIT – IV : Organization Development (OD)

Meaning, Nature and scope of OD - Dynamics of planned change – Methods and Techniques for assessing readiness for change –Planning OD Strategy –

OD interventions in Indian Organizations – Challenges to OD practioners. Negotiated change:–a review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security. Case Study.

UNIT - V: Team Building

Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – role of managers as linking pins, team building skills – Perspectives on effectiveness of Team working. Virtual teams: High performance teams – self managing teams – Building team relationships– empowered teams – leadership on teams – Managing cross – cultural diversity in teams –Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant– contemporary issues in managing teams. Case Study.

Text Books:

1. Mark Hughes: Change Management in Organizations, Jaico Publishing House, New Delhi, 2008.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.

Reference Books:

1. Nilanjan Sengupta: Managing Changing Organizations, PHI Learning, New Delhi, 2009.
2. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2008.
3. Cummings and Worley: Organizational Development and Change, Cengage Learning, New Delhi, 2009.
4. Radha R Sharma: Change Management, TMH, New Delhi, 2008
5. Sarah Lewis: Appreciative Inquiry for Change Management, Kogan Page Publication, New Delhi, 2010.
6. Kavitha Singh: Organization Change and Development, Excel Books, New Delhi, 2010.

PERFORMANCE MANAGEMENT

IV - Semester

Lecture	: 3 +1*	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives:

- To provide an outline of performance management of individuals in the organization.
- To select the key areas and situations where management can and should help employees in performance planning and career advancement.
- To creating a forum for practicing the basic counseling skills
- To providing an overview of the counseling processes and techniques.

Course Learning Outcomes:

Students will be able to

- evaluate the performance of employee using various methods of appraisal.
- analyze the role of high performing teams.
- practice of appraisal tools in measuring organizational effectiveness.

UNIT – I: Performance Management

Introduction – Definition, concepts and scope – Foundations of Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - processes for managing performance –critical appraisal- Performance Audit. Case Study.

UNIT – II: Performance Management Planning

Importance-Methods- process- Goal Setting- Linkages to Strategic Planning- Competency mapping- Career Development- Monitoring Performance Planning- Barriers to Performance Planning. Case Study.

UNIT – III: Performance Management System

Objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges. Case Study.

UNIT – IV: Performance Management Tools

Importance- Traditions and Modern Techniques- Balanced Score Card- 360 Degree Performance Apprising- 720 Degree Performance Appraising- Merit Rating- MBO- BARS. Case Study.

UNIT – V: Performance Monitoring and Counseling

Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving – engendering Trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills. Case Study.

Text Books:

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, JaicoPublishing House, New Delhi, 2010.
3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.

Reference Books:

1. David Wade and Ronald Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
2. Dewakar Goel: Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009.
3. A.S. Kholi: Performance Management, Oxford University Press, New Delhi, 2009.
4. A.M.Sharma: Performance Management System, Himalaya Publishing House, 2010.
5. T.V.Rao: Performance Management Appraisal Systems, Sage Publications, 2008