

**ACADEMIC REGULATIONS
COURSE STRUCTURE
AND
DETAILED SYLLABUS**

MASTER OF BUSINESS ADMINISTRATION

(Applicable for the batch admitted from 2017-18)



GUDLAVALLERU ENGINEERING COLLEGE

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

Seshadri Rao Knowledge Village

GUDLAVALLERU - 521 356, Krishna District, Andhra Pradesh

CONTENTS

I. ACADEMIC REGULATIONS	1
1. Duration of the Program	1
2. Minimum Instruction Days	1
3. Program Credits	1
4. Attendance Regulations	1
5. Examinations and Scheme of Evaluation	2
6. Criteria for Passing a Course and Award of Grades	3
7. Supplementary Examinations	5
8. Revaluation	5
9. Re-admission Criteria	5
10. Break in Study	6
11. Transitory Regulations	6
12. Withholding of Results	7
13. Malpractices	7
14. Other Matters	12
15. General	12
II. CURRICULAR COMPONENTS	12
III. COURSE STRUCTURE	15
IV. SYLLABUS	17
1st Semester	
Business Communication	17
Quantitative Analysis for Business Decisions	19
Perspectives of Management	21
Managerial Economics	24
Accounting for Managers	26
Business Environment and Legislation	28
Business Law	30
Information Technology Lab for Business Management	32
2nd Semester	
Business Research Methods	34
Financial Management	36
Marketing Management	38

Human Resource Management	40
Production & Operations Management	42
International Business	44
Organizational Behaviour	46

3rd Semester

Business Policy & Strategic Management	48
Logistics and Supply Chain Management	50
E- Business	52
Business Ethics & Corporate Governance	54

4th Semester

Entrepreneurship and Project Management	56
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Specialisations

3rd Semester

Advertising & Brand Management	58
Consumer Behaviour	60
Security Analysis & Portfolio Management	62
International Financial Management	64
Training and Development	66
Industrial Relations and Labour Laws	68

4th Semester

Marketing of Services	70
Sales and Distribution Management	72
Financial Derivatives	74
Financial Institutions and Services	76
Compensation Management	78
Management of Change and Development	80

ACADEMIC REGULATIONS

ACADEMIC REGULATIONS

Applicable for the students of MBA from the Academic Year 2017-18.

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 for a maximum of one time during the two year (four semesters) course work of MBA. However, additional one time condonation exclusively during II Year (3rd or 4th Semester) shall be considered on genuine valid reasons.

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) Of 40 marks for internal assessment, 10 marks are for continuous assessment in the form of seminar / presentation and 30 marks are based on two mid-term examinations.
- ii) Of the 10 marks for continuous assessment, 5 marks are for seminar report and 5 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 better scored mid-term examination and 25% marks of less scored mid-term examination are scaled down for 30 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). All sections are to be answered.

5.2 Laboratory Course

- i) For practical subjects the distribution shall be 40 marks for Internal Evaluation and 60 marks for the semester end examinations. There shall be continuous evaluation by the internal subject teacher during the semester for 40 internal marks. Of the 40 marks for internal, 25 marks shall be for day-to-day performance (15 marks for day-to-day evaluation and 10 marks for Record) and 15 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 60 marks.

5.3 Comprehensive Viva-Voce

Comprehensive Viva-Voce examination is conducted in all the subjects of four semesters of the course for 100 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 100 marks.
- ii) Of 100 marks, 40 marks shall be for Internal Evaluation and 60 marks for the project evaluation and end semester Viva-Voce.
- iii) Each student needs to give two seminars on the topic of his project, and each seminar is evaluated for 20 marks by a committee consisting of the supervisor and a senior faculty of the department. The sum of the mark of two seminars is taken as internal marks for 40.
- iv) The project evaluation and semester end Viva–Voce shall be conducted by the committee consisting of an External Examiner, Head of the Department and the 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/ 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.
- ii) A candidate shall be declared to have passed in comprehensive viva-voce if he secures a minimum of 50% marks.
- 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 / Elective (%)	Laboratory / Seminar / Term Paper / Project Dissertation (%)	Grade Points	Letter Grade
≥ 90	≥ 90	10	O (Outstanding)
≥ 80 & < 90	≥ 80 & < 90	9	A+ (Excellent)
≥ 70 & < 80	≥ 70 & < 80	8	A (Very Good)
≥ 60 & < 70	≥ 60 & < 70	7	B+ (Good)
≥ 50 & < 60	≥ 50 & < 60	6	B (Above Average)
< 50	< 50	0	F (Fail)

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:

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

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

The CGPA is calculated as given below:

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

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
≥ 7.5	First Class with Distinction
≥ 6.5 & < 7.5	First Class
≥ 5.5 & < 6.5	Second Class

7. Supplementary Examinations

- i) Supplementary examinations will be conducted twice in a year at the end of odd and even semesters.
- ii) 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.
- iii) Thereafter, supplementary examinations will be conducted in the equivalent courses as decided by the Board of Studies concerned.
- iv) **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

- i) 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.
- ii) The Controller of Examinations shall arrange for revaluation of such answer script(s).
- iii) An external examiner, other than the first examiner, shall reevaluate the answer script(s).
- iv) 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.
- v) 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 shall 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.

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

11.1 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 in 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.	

- 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.

16. Other Matters

- i) Physically challenged candidates who have availed additional examination time and a scribe during their Intermediate/EAMCET 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.

17. 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.

II. CURRICULAR COMPONENTS

Sl. No.	Course Work - Subject Areas	Total No.of Credits	% of Total Credits	% of Credits as per UGC
1	Basic Sciences (BS)	6	15.88	15 - 20
2	Humanities (H)	3	10.00	10 - 15
3	Professional Core (PC)	50	34.13	25 - 35
4	Professional Electives (PE)	24	8.82	8 - 12
5	Others (Project work, Vomprensive Viva-voce, etc.)	7	8.82	8 - 10

COURSE STRUCTURE
&
SYLLABUS

COURSE STRUCTURE

I Semester

Sl. No.	Course Code	Name of the Course / Laboratory	No. of Periods per week			No. of Credits
			L	T	P	
1	EG2901	Business Communication	4	-	-	3
2	MA2901	Quantitative Analysis for Business Decisions	3	1	-	3
3	BA2901	Perspectives of Management	4	-	-	3
4	BA2902	Managerial Economics	4	-	-	3
5	BA2903	Accounting for Managers	4	-	-	3
6	BA2904	Business Environment and Legislation	4	-	-	3
7	BA2905	Business Law	4	-	-	3
8	BA2906	Information Technology Lab for Business Management	-	-	4	2
Total			27	1	4	23

II Semester

Sl. No.	Course Code	Name of the Course / Laboratory	No. of Periods per week			No. of Credits
			L	T	P	
1	MA2903	Business Research Methods	3	1	-	3
2	BA2907	Financial Management	4	-	-	3
3	BA2908	Marketing Management	4	-	-	3
4	BA2909	Human Resource Management	4	-	-	3
5	BA2910	Production & Operations Management	4	-	-	3
6	BA2911	International Business	4	-	-	3
7	BA2912	Organizational Behaviour	4	-	-	3
Total			27	1	-	21

L : Lecture T : Tutorial P : Practical

III Semester

Sl. No.	Course Code	Name of the Course / Laboratory		No. of Periods per week			No. of Credits
				L	T	P	
1	BA2913	Business Policy & Strategic Management		4	-	-	3
2	BA2914	Logistics & Supply Chain Management		4	-	-	3
3	BA2915	E-Business		4	-	-	3
4	BA2916	Business Ethics & Corporate Governance		4	-	-	3
5		Specialisation - I	Marketing subjects common to all	4	-	-	3
6		Specialisation - II		4	-	-	3
7		Specialisation - III	Finance (or) HR	4	-	-	3
8		Specialisation - IV		4	-	-	3
Total				32	0	0	24

IV Semester

Sl. No.	Course Code	Name of the Course / Laboratory		No. of Periods per week			No. of Credits
				L	T	P	
1	BA2923	Entrepreneurship & Project Management		4	-	-	3
2		Specialisation - V	Marketing subjects common to all	4	-	-	3
3		Specialisation - VI		4	-	-	3
4		Specialisation - VII	Finance (or) HR	4	-	-	3
5		Specialisation - VIII		4	-	-	3
6		Project Report		-	-	-	6
7		Comprehensive Viva-Voce		-	-	-	1
Total				20	0	0	22

Specialisations:

III Semester	IV Semester
Marketing BA2917 Advertising & Brand Management BA2918 Consumer Behaviour Finance BA2919 Security Analysis & Portfolio Mgt. BA2920 International Financial Management HR BA2921 Training and Development BA2922 Industrial Relations and Labour Laws	Marketing BA2924 Marketing of Services BA2925 Sales & Distribution Management Finance BA2926 Financial Derivatives BA2927 Financial Institutions and Services HR BA2928 Compensation Management BA2929 Management of Change and Development

SYLLABUS

BUSINESS COMMUNICATION

I - Semester

Lecture	: 4	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.

Learning Outcomes

Upon successful completion of the course, the 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 letters 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 report – 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. Rajendra Pal, JS Korlahhi: “Essentials of Business Communication”, Sultan Chand & Sons, New Delhi, 1st edition 2012.

Reference Books

1. Leena Sen: “Communication Skills”, Prentice Hall of India Pvt. Lte., New Delhi, 2nd edition 2012.
2. Krishna Mohan, Meera Banerji: “Developing Communication Skills”, Macmillan India Ltd, 2nd edition 2015.
3. Daniel G Riordan, Steven E.Pauley, Biztantra: “Technical Report Writing Today” 8th Edition, New Delhi.
4. Lesiker and Flatley: “Basic Business Communication”, 10th Edition, Tata McGraw-hill.
5. RK Madhukar: “Business Communication”, Vikas Publishing House Pvt. Ltd.,
6. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi.

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QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

I - Semester

Lecture : 3	Tutorial : 1	Internal Marks : 40
Credits : 3		External Marks : 60

Course Objective

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

Learning Outcomes

Upon successful completion of the course, the students will be able to

- analyse decision making situations
- 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: Basic Mathematical & Statistical Techniques

Matrices, elementary operations of matrices, concept of probability – addition, conditional and multiplicative probability rules, normal distributions - characteristics, applications on area property.

UNIT - II: Introductions to Decision Theory and Business Analytics

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.

Meaning, definition and importance of business analytics, analytics v/s analysis, business analytics v/s business intelligence and data mining.

UNIT - III: Linear Programming

Mathematical formulations of LP models for product-mix problems – graphical method, simplex method and its applications, artificial variable techniques - big method.

UNIT - IV: Transportation, Assignment Models & Game Theory

Transportation problem - introduction, methods for finding initial solution – optimum solution, assignment problem, hungarian method - finding optimal assignment.

Game Theory: Introduction – two person zero, sum game, pure strategy, games with saddle point, mixed strategies, rules of dominance, solution of games without saddle point.

UNIT - V: PERT & C.P.M. and Replacement Model

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

Replacement models: individual replacement, money value constant and money value change models.

Relevant cases have to be discussed in each unit and in semester end examinations case study question is compulsory which may be from any unit.

Text Books

1. J. K. Sharma, Operations Research: Theory and Applications, 4th edition, Macmillan Publishers, India.
2. Sancheti, DC & VK Kapoor, Business Mathematics, S.Chand and Sons, New Delhi

References Books

1. Berry Render, Ralph M. Stair Jr, Michael E. Hanna – Quantitative Analysis for Management, Prentice Hall, 2011
2. N.D.Vohra, Quantitative Techniques in Management, Tata-McGraw Hill Private Limited, New Delhi, 2011.
3. Gupta S.P: Statistical Methods, S. Chand and Sons, New Delhi.
4. Anand Sharma, Quantitative Techniques for Business decision Making, Himalaya Publishers, New Delhi, 2012.

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PERSPECTIVES OF MANAGEMENT

I - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course objectives

- To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
- To make students knowledgeable of historical development, theoretical aspects and practice application of managerial process.
- To define the concept of management and discuss why organizations are needed, why managers are necessary, and why management is a challenge.
- To identify and differentiate between the various tools and processes used in planning; compare the advantages and disadvantages of the participatory approach to planning.

Learning Outcomes

Upon successful completion of the course, the students will be able to

- discuss and communicate the management evolution and how it will affect future managers.
- observe and evaluate the influence of historical forces on the current practice of management.
- practice the process of management's four functions: planning, organizing, leading, and controlling.
- evaluate leadership styles to anticipate the consequences of each leadership style.
- gather and analyze both qualitative and quantitative information to isolate issues and formulate best control methods.
- describe the communications process; discuss barriers to communication and suggest remedies to overcome communications difficulties.
- explain why planning is needed in organizations and why long-term objectives are necessary for successful planning.
- identify the essential characteristics of decision making and indicate the range and types of decisions a manager is asked to make.
- explain the importance of delegation in organizations and describe the relationship between authority, responsibility and accountability.
- describe the characteristics of the informal organization and discuss the role it plays in a company.

UNIT - I: Introduction to Management

Management - concept, nature, process and significance of management, managerial roles (Henry Mintzberg), management art or science, management as profession, management vs. administration, levels of management, role and functions of a manager. Evolution of Management thought - early contributions, Taylor and scientific management, Fayol's administrative management, bureaucracy (Max Weber), Hawthorne experiments and human relations, social systems approach and decision theory approach.

UNIT - II: Planning

Concept of Planning - nature, scope, significance and objectives of planning, types of planning, process of planning, importance and limitations of planning, barriers to effective Planning.

Decision Making - concept, characteristics, types of decisions, decision making process, importance of decision making. Decision Making Models - classical, administrative and political, group decision making techniques - delphi, nominal and lotus blossom technique.

UNIT - III: Organising

meaning, importance, principles of organising, forms of organisational structure. Authority and Responsibility- bases for authority, power and responsibility. Delegation and Decentralization- concept and significance of delegation, guidelines for delegation and its limitations, barriers and overcoming barriers to delegation. factors influencing decentralization, centralization vs. decentralization. Span of Management- factors influencing span, span and organisation structure. Line and Staff- concepts and conflicts, resolution of conflicts.

UNIT - IV: Leading and Controlling

Directing- elements, motivation-nature and importance, types and theories. Leadership-nature, trait and charismatic approach, leadership styles. Communication- nature, process, networks, types and barriers. Coordination: nature, methods and techniques. controlling-nature and scope, types of control, control process, modern techniques of control and requirements of effective controlling.

UNIT - V: International Management

International Management- challenges of present day management and factors influencing it, International Organisational Design-organizational structure in international organisations. Leadership in International Organisations- leadership traits and preferences in international organisations, communication in international organisations, best management practices across the world (India, Japan, USA and China), recent developments in the field of management in a global perspective.

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, 2006
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.

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MANAGERIAL ECONOMICS

I - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To develop specific tools – quantitative as well as broadly analytical – that are useful for tackling basic managerial economics problems.
- To apply knowledge of a series of basic economic principles to the decision making process within the firm.
- To demonstrate a knowledge and understanding of management and business practices, such as risk and change management, and understand their limitations.
- 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.

Learning Outcomes

Upon successful completion of the course, the students will be able to

- demonstrate an appreciation of the economic perspective on and process of quantitative problem solving and its applicability to decision making.
- 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.
- address microeconomic issues ranging from pricing, cost determination, compensation, entry into and exit from markets, and output decisions.
- measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.
- derive 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 - 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 techniques - case study.

UNIT - III: Production Analysis & Cost Theory

meaning of Production function - Cobb Douglas production function, diminishing marginal returns, marginal rate of technical substitution, the production iso-quant, the production iso-cost. cost concepts – cost – volume- profit analysis- case study.

UNIT - IV: Market Structure and Pricing Practices

features and types of different markets - price-output determination in perfect competition, monopoly in the long run and short run. pricing methods in practice – case study.

UNIT - V: Introduction to National Income

introduction to national income – national income concepts, models of national income determination, economic indicators - economic transition in India – 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 McGrawHill, New Delhi, 2004
2. Siddiqui S A, Siddiqui A S: “Managerial Economics and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
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.

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ACCOUNTING FOR MANAGERS

I - Semester

Lecture : 4

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.

Learning Outcomes

Upon successful completion of the course, the 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, 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, 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.

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BUSINESS ENVIRONMENT AND LEGISLATION

I - Semester

Lecture : 4

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 economic structure and planning in India.
- To understand impact political-Legal and Socio-Cultural issues on business.
- To provide the knowledge of environmental protection laws pertaining to business.

Learning Outcomes

Upon successful completion of the course, the students will be able to

- assess the internal external forces of business environment in managing organisation.
- chalk out the strategies based on the changes in policy frame work for achieving the organisational goals.
- adopt the changes in political-legal and socio-cultural issues to fine tune to the business decision making.
- apply the knowledge of Environment Laws to business organisation.

UNIT - I: Introduction to Business Environment

business – concept, functions, scope, significance and objectives, types of business organizations, business environment- meaning, characteristics, scope and significance, components of business environment. environmental analysis and techniques, benefits and limitations-case study.

UNIT - II: Economic Environment

economic Systems- concept and types. structure of indian economy. basic economic challenges- poverty, rural development, unemployment, infrastructure. economic planning in india - objectives, importance and role of five year plans - NITI Ayog -case study.

UNIT - III: Policy Frame Work in Indian Economy

industrial policies since independence, fiscal policy - public revenue, expenditure and debt. monetary policy. LPG – economic reforms, disinvestment mechanism. SEZ policy, policy on research and development, technology transfer-case study.

UNIT - IV: Political-Legal and Socio Cultural Environment

elements of political environment- structure of indian government, constitutional framework of India, role of government in business, elements of social cultural environment, consumerism in india, corporate social responsibility- case study.

UNIT - V: Environmental Legislation

sick industrial companies (Special Provisions) act, 1985. the environment (Protection) Act, 1986. the air (Prevention and Control of Pollution) act 1981, the water (Prevention and Control of Pollution) act 1974- case study.

Text Books

1. A.C. Fernando: *Business Environment* -Pearson Education India, 2011
2. Francis Cherunilam: *Business Environment-Text and Cases*, Himalaya Publishing House, Mumbai, 25th revised edition.
3. Aswathappa K: *Essentials of Business Environment*, Himalaya Publishing House, Mumbai, 13th revised edition.
4. Justin Paul: *Business Environment*, Tata McGraw Hill, New Delhi, 2006.

Reference Books

1. Shaikh Saleem: *Business Environment*, Pearson Education, New Delhi, 3rd edition, 2008.
2. Uma Kapila: *Indian Economy: Performance and Policies*, Academic Foundation, 27th edition, 2015.
3. Dutt and Sundaram: "*Indian Economy*", S. Chand, New Delhi, 72nd edition 2016.
4. V.K Puri and S.K. Mishra: *Indian Economy*, Himalaya Publishing House; Revised Edition, 2015.

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BUSINESS LAW

I - Semester

Lecture : 4

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.

Learning Outcomes

Upon successful completion of the course, the 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.

Consumer Protection Act, 1986: introduction to act – consumer right, machinery for redressal of consumer grievances,information technology act 2000 - case study.

UNIT - III: Contract of Agency

meaning and nature of agency – kinds of agents, creation of agency,duties and rights of principal, duties and rights agents principal's liability for the acts of the agent,personal liability of agent,termination of agency-case study.

UNIT - IV: 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.

UNIT - V: Company Act,1956 and Company Act 2013 amendments.

nature and types of companies – formation, memorandum of association, articles of association ,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.

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INFORMATION TECHNOLOGY LAB FOR BUSINESS MANAGEMENT

I - Semester

Practical : 4

Internal Marks : 40

Credits : 2

External Marks : 60

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 the students 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.
- To Helps the students to understand SQL for Database Applications

Learning Outcomes

Upon successful completion of the course, students will be able to

- demonstrate 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.
- select an appropriate Data Analysis technique and data collection method.
- demonstrate the knowledge of charts and flow diagrams in management decisions.

UNIT - I: Introduction to MS Office

introduction of various software used for business and their significance in the current business environments; Introduction to ms-office.

UNIT - II: Statistics for Management

statistics for management - data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (using excel).

UNIT - III: Data Collection and Analyzing Techniques

data Collection and analyzing techniques - charts, flow diagrams TQM methodologies.

UNIT - IV: Presentations of Mini Projects

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

UNIT - V: Introduction to SQL

Introduction to SQL, DML –update, delete, insert commands, DDL- create, alter and drop commands.

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.

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BUSINESS RESEARCH METHODS

II - Semester

Lecture : 3 Tutorial : 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

Upon successful completion of the course, 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 theories and practice by discussing and analyzing relevant case studies.

UNIT - I: Introduction to Research

Nature and Importance of research, the role of business research, types of research-research process, Data Base-Primary data and secondary data, methods of collecting primary and secondary data.

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

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 interviewing and field work management. Editing- coding, classification of data, tables and graphic presentation, preparation and presentation of research report-Case study.

UNIT - IV: Univariate analysis-Statistical Inference(One sample tests)

univariate analysis :measures of central tendency, measures of dispersion, simple correlation and regression.

Statistical Inference: introduction, tests of hypothesis, null hypothesis vs alternative hypothesis, procedure for testing of hypothesis, one sample tests: z-test for means and proportions

UNIT - V: Bivariate analysis-statistical inference(two sample tests) – multivariate analysis

Bivariate analysis- simple correlation and regression

two sample tests- t- test for difference of means ,paired t-test, chi-square test for independence of attributes and goodness of fit- ANOVA-one way & two way classifications.

Multivariate Analysis- nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence-applications on multiple regression

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.

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FINANCIAL MANAGEMENT

II - Semester

Lecture : 4

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.

Learning Outcomes

Upon successful completion of the course, 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 - 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 – 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 McGrawHill), 9th edition 2012.
2. I M Pandey: Financial Management (Vikas Publishing), 2015.

Reference Books

1. James C Van Horne: Financial Management & Policy (Pearson Education), 12th edition 2004.
2. Eugene F.Brigham, et.al: **Financeial Management**, (Harcourt college), 2015.

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MARKETING MANAGEMENT

II - Semester

Lecture : 4

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 marketing.

Learning Outcomes

Upon successful completion of the course, students will be able to

- assess the internal and external environment through scanning the marketing environment.
- design the steps in designing & developing a product.
- develop a number of pricing tactics & decide alternative pricing strategies.
- ascertain the alternative strategies for product promotion and distribution.
- 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 research- process, methodology. 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, 13th edition 2009.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi, 14th edition, 2017.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi, 4th edition, 2009.
4. Tapan K Panda: "Marketing Management Text and Cases", Excel Books, New Delhi, 2nd edition, 2008.

Reference Books

1. VS Ramaswamy, S.Namakumari:, "Marketing Management", 3/e, Macmillan, New Delhi, 2003.
2. Karunakaran: "Marketing Management", Himalaya Publishing House, Mumbai, 2010
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.

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HUMAN RESOURCE MANAGEMENT

II - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To develop an understanding of various HR related ethical issues.
- To provide basic knowledge on training needs of an organisation.
- To familiarize different performance evaluation techniques.
- To create awareness on how to resolve disputes, safety and welfare aspects as well.

Learning Outcomes

Upon successful completion of the course, students will be able to

- develop proper interview and selection techniques according to the requirements in an organization.
- select 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: Introduction to HRM

definition and functions, evolution of HRM, principles – role of HRM – HR policies, strategies to increase firm performance, cross-cultural problems, HRM at global perspective, emerging trends in HRM, Ethical issues in HRM, HR planning, Demand and supply forecasting, HRIS, HR audit, Case study.

UNIT - II: Procurement and Development

sources of recruitment, selection process, tests and interview, induction and placement, techniques of training and development, Job retention, Job analysis, MDPs – case study.

UNIT - III: Retain and Reward

methods of performance appraisal, career planning and development, concepts, principles and influencing factors of compensation, current trends in compensation, compensation mechanisms at international level – case study.

UNIT - IV: Salary and Wage Administration

wage structure – wage and salary policies, legal frame work, determinants of payment of wages, wage differentials, job design and evaluation, incentive payment systems – case study.

UNIT - V: Integration and Maintenance

quality of work life, managing industrial relations, trade unions, employee participation schemes, collective bargaining, grievance and disputes resolution mechanism. safety and welfare - Types of welfare measures, Nature and importance of safety, Safety mechanism, work hazards – case study.

Text Books

1. Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai, 5th edition, 2011.
2. Gary Dessler: “**Human Resources Management**”, PHI Private Limited, New Delhi, 2007.
3. K Aswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2007.

Reference Books

1. Biswanath Ghosh: “**Human Resources Development and Management**”, Vikas Publishing House Private Limited, New Delhi, 2008.
2. Biswajeet Pattanayak: “**Human Resources Management**”, PHI Private Limited, New Delhi, Third edition, 2005.
3. Mirza S Saiyadain:” **Human Resources Management**”, Tata McGraw hill, Third edition, 2004.
4. T.N.Chhabra: “**Human Resources Management**”, Dhanpat Rai & Co, New Delhi, Fifth edition, 2005.
5. Subba Rao P: “**Essentials of Human Resource Management and Industrial Relations**”, Himalaya Publications, New Delhi, Fourth Edition, 2016.

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PRODUCTION AND OPERATIONS MANAGEMENT

II - Semester

Lecture : 4

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
- To enable students basics of one of the functional areas of management Viz. Production or Operations.
- To familiarize the standards of Quality and its measures.

Learning Outcomes

Upon successful completion of the course, 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 understanding of plant location and its layout.
- Analyze the different methods of work study concept.
- appraise the economic issues in published research by adapting economic reasoning tools to real world problems.
- evaluate the quality standards for the manufacturing organizations.

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 aass, continuous and project type production, linebalancing , 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.

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INTERNATIONAL BUSINESS

II - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To understand the process of globalization and the role of MNC's in the context of International Business.
- To identify the role of Economic Institutions and Trade Agreements for the promotion of International Business.
- To understand the marketing phenomena in international context.
- To acquaint with the International Human Resource Management practices.

Learning Outcomes

Upon successful completion of the course, students will be able to

- Identify business opportunities in International Markets.
- Understand the impact of International Lending and Trade Agreements.
- Develop the strategies for International Marketing.
- Implement the HRM Practices in Global Business.

UNIT - I: Introduction to International Business

international business (IB)-importance, nature and scope, modes of entry into I B. differences between domestic business and international business. trade - types and barriers to trade. free trade Vs protectionism. theories of international trade.

UNIT - II: Globalization and MNCs

history of globalization and reasons- features and stages of globalization, advantages and disadvantages of globalization. globalization impact on indian economy. multinational corporations (MNCs) – factors contributed for the growth of MNCs, advantages and disadvantages, role of MNCs in india.

UNIT - III: International Economic Institutions and Agreements

balance of payments (BOP) – concepts, disequilibrium in BOP: methods of correction - international economic institutions-IMF, World Bank, ADB. trade agreements- world trade organisation (WTO), TRIPS, TRIMS. regional trade blocks-EU, NAFTA, UNCTAD, SAARC, ASEAN.

UNIT - IV: International Marketing

international marketing- understanding international consumers, segmentation, targeting and positioning. international marketing strategies-product policies, globalization of markets and brands, pricing, promotion strategies, product life cycle (PLC), establishing and managing international marketing channels.

UNIT - VI International Human Resources Management

factors influencing HRM in international business. global recruitment, selection process, expatriates, performance appraisal, training and development, compensation and benefits. women in international business. international industrial relations.

Text Books

1. Justin Paul – International Business, PHI 6th Edition, www.phindia.com/justinpaul
2. P. SubbaRao – International Business, Himalaya Publishing House, Mumbai, 4th revised edition, 2014.
3. K. Aswathappa – International Business Tata McGrawHill, New Delhi. 6th edition.

Reference Books

1. Francis Cherunilam – International Business Environment, Himalaya Publishing House, Mumbai. 7th revised edition, 2012.
2. John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan Prasant Salwan, International Business Environment and Operations, Pearson, 15th edition.
3. Crinkota, Ronkainen and Moffett, International Business, 6th edition, Cengage, New Delhi.

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ORGANIZATIONAL BEHAVIOUR

II - Semester

Lecture : 4

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 understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
- To make students aware of Individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.
- To Explain Organizational Change and Development; and Identify Organizational Dynamics and Changes.

Learning Outcomes

Upon successful completion of the course, students will be able to

- develop the various numbers 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.
- highlighting and discussing Organizational Structure and Culture, Discussing organizational Change and Development and Human Performance and Organizational Behaviour.

UNIT - I: Introduction to Organisational Behaviour

Organisational Behaviour - definition, nature and scope, disciplines contributing to the field of OB. **models of OB** (autocratic, custodial, supportive, collegial and SOBC), challenges and opportunities in OB. **approaches to OB** (cognitive, behaviouristic and psychoanalytic).

Individual dimensions of OB - individual differences, models of man.

UNIT - II: Perception, Learning, Personality and Attitude

Perception - concept, nature, process, importance and factors influencing perception, perception and sensation, perceptual organisation, distortion in person's perception, managerial and behavioural implications of perception. **Learning** - meaning and components of learning process, learning theories. **Attitudes** - concept, process and importance, theories of attitude formation, factors in attitude formation, attitudes and workforce diversity. **Personality** - concept, nature and

determinants of personality, theories of personality (Sigmund Freud, Erik Erikson, A. H. Maslow, Chris Argyris, Kurt Lewin.)

UNIT - III: Foundations of Group Behaviour

Group Behaviour - definition, types of groups, stages and reasons in group formation, group dynamics, group cohesiveness, formal and informal groups.

Organisational Power and Politics - concept, sources of power, distinction between power, authority and influence, approaches to power, political implications of power, dysfunctional uses of power. **Group Decision Making** - meaning and nature, decision making in groups, process and styles, advantages and disadvantages.

UNIT - IV: Conflict and Stress Management

Conflict and Stress Management - concept, sources, types, functionality and dysfunctionality of conflict, classification of conflicts (intra, individual, interpersonal, intergroup, and organisational). resolution of conflict, conflict process, johari window.

Stress Management - meaning and concept of stress, stress in organisation, sources of stress and factors contributing to stress, coping strategies, stress and performance.

UNIT - V: Dynamics of Organisational Behaviour

Organizational change - concept, nature, Kurt Lewin theory of change, Implementing change internal and external factors responsible for change, resistance to change and managing resistance to change. **Organisational Development** -

meaning, need, limitations, OD and management development, steps in OD, OD interventions. **Organisational Culture** - concept, process and implications of organisational culture. role and types of culture, ethical issues, creating and sustaining culture. **Organisational Effectiveness** - concept and measurement.

Text Books

1. K.Aswhathappa: "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.
3. Organisational Behaviour, L.M. Prasad, Sultan Chand & Sons; Fifth edition (2014) New Delhi.

Reference Books

1. Stephen P. Robbins, Organisational Behaviour, Pearson Education; 15 edition (2013), New Delhi.
2. Pareek Udai: "Understanding Organizational Behavior", Oxford University Press, New Delhi, 2007.
3. Sharma VS, Veluri: "Organizational Behavior", JAICO Publishing House, New Delhi, 2009.
4. P. Subbarao, Organisational Behaviour: Text and Cases, Himalaya Publishing House, Mumbai.

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BUSINESS POLICY AND STRATEGIC MANAGEMENT

III - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To impart knowledge on formulation of objectives/goals for an enterprise.
- To analyze the pros and cons for a company internally and externally through standard matrices.
- To formulate the hierarchy levels ranging from corporate to functional units.

Learning Outcomes

Upon successful completion of the course, students will be able to

- formulate policies, procedures, goals for an organisation.
- apply a strategy that fits the company's structure and culture.
- analyse the performance through strategic audit facilitate to make necessary future changes in crafting a strategy.

UNIT - I: Concepts in Strategic Management

concepts in strategic management — strategic management as a process, developing a strategic vision, mission, objectives, policies – factors that shape a company's strategy, criteria for effective strategy – case study.

UNIT - II: Environmental Scanning

corporate planning process, SWOT analysis, strategy and competitive advantage. Porter's five force model, BCG matrix, GE model – case study.

UNIT - III: Strategy Formulation and Implementation

Porter's value chain analysis, competitive advantage of a firm, exit and entry barriers – formulation of strategy at corporate, business and functional levels, strategy and structure, strategy and leadership, 7'S framework, strategies for competing in globalising markets – case study.

UNIT - IV: Diversification Strategies

turnaround strategy, strategies for mergers, acquisitions, takeovers and joint ventures. types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies – case study.

UNIT - V: Strategy Evaluation and Control

establishing strategic controls, guidelines for proper control, role of the strategist using qualitative and quantitative benchmarking to evaluate performance, measuring and evaluating performance, strategic information system, strategic surveillance, strategic audit – case study.

Text books

1. P.Subba Rao: “**Business Policy and Strategic Management**”, Himalaya Publishing House, New Delhi, 2010.
2. Vijaya Kumar P. Hitt A: “**Strategic Management**”, Cengage learning, New Delhi, 2010.
3. Kazmi:”**Strategic Management and Business Policy**”, Tata McGraw Hill, 2009.
4. R.Srinivasn: “**Strategic Management**”, PHI Learning, New Delhi, 2009.

Reference Books

1. Jauch & William E Glueck: “**Strategic Management and Business Policy**”, Tata McGraw Hill, 1989.
2. Raghavan Parthasarthy: “**Fundamentals of Strategic Management**”, Biztantra, New Delhi, 2008.
3. Thomas L Wheelen, J.David Hunger, Krish Rangarjan: “**Concepts in Strategic Management and Business Policy**”, Pearson education, Ninth edition, 2004.
4. N.S.Guptha : “**Business Policy and Strategic Management**”, Himalaya Publishing House, New Delhi, 2013.
5. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “**Strategic Management and Business Policy**”, Excel Books, New Delhi, 2008.
6. U.C.Mathur: “**Strategic Management**”, McMillan Pulishers, New Delhi, 2009.
7. Amita Mital: “**Cases in Strategic Management**”, Tata McGraw Hill, New Delhi, 2008.

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LOGISTICS AND SUPPLY CHAIN MANAGEMENT

III - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To introduce the basic concepts and process of Logistics and supply chain management with a focused approach to reduction of total cost.
- To develop an understanding the principles, practices and application of logistics and supply chain management to improve corporate performance by achieving customer service Excellence.

Learning Outcomes

Upon successful completion of the course, students will be able to

- apply the knowledge of various functional areas of Logistics and supply chain management and to develop the integrated supply chain.
- analyze the resources and technical tools of logistics and supply chain management in ensuring customer satisfaction and success.
- evaluate and select warehousing and transportation options and recommend appropriate business solutions.

UNIT - I: Introduction to Logistics and Supply Chain Management

nature and importance of logistics and supply chain management, evolution of SCM, functions of logistics management, integrated logistics system, objectives and importance of supply chain management, process view of supply chain, supply chain synchronization, emerging trends in logistics and supply chain management - case study

UNIT - II: Customer Service Dimension

the marketing and logistics interface, elements of customer service, importance of logistics /supply chain customer service, customer retention, service driven logistics systems, value added services, customer satisfaction and success-case study

UNIT - III: Supply chain Planning and Strategies

supply chain strategies, achieving strategic fit , supply chain strategy frame work, logistics/supply chain control model, benchmarking the logistics process, supply chain relationships, customer relationship management – case study

UNIT - IV: Measuring Logistics costs and Designing the Logistics /Supply Chain network

principles of logistics costing, total cost analysis and its concepts, customer profitability analysis, cost –drivers and activity based costing, supply chain design

, logistics/supply chain network design process, factors influencing network design decisions, the role of network design in the supply chain – case study.

UNIT - V: Sourcing and Transportation, Managing Global supply chain

sourcing decisions in a supply chain , procurement process, e-procurement, role of transportation in supply chain, factors effecting transportation decisions, role of IT in the supply chain,the concept of global logistics and global supply chain, global logistics management process ,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 Competative Advantage, TMH, New Delhi, 2009
3. Anurag Sexena: Logistics and Supply Chain Management, Jaico Publishing House, New Delhi, 2009

Reference Books

1. Donald J.Bowersox and David J.Closs, Logistical Management: The Integrated Supply Chain Process, TMH, 2003.
2. Edward J Bradi, John J Coyle: A Logistics Approach to Supply Chain Management, Cengage learning, New Delhi, 2010.
3. D.K.Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010.
4. Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation, 2/e*, Pearson Education, New Delhi 2009.
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009.
6. K.Sridhar Butt: Logistics and Supply Chain Management, Himalaya Publishing, New Delhi, 2009.
7. B.Rajashekhar, Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi,2009.
8. R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.
9. Donald Waters: Global Logistics, Kogan page, New Delhi,2010.

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E - BUSINESS

III - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To Understand the basic concepts and technologies used in the field of management information systems.
- To identify the major management challenges to building and using information systems.

Learning Outcomes

Upon successful completion of the course, students will be able to

- evaluate the role of the major types of information systems in a business environment and their relationship to each other
- assess the impact of the Internet and Internet technology on business electronic commerce and electronic business.
- understand the processes of developing and implementing information systems.

Unit – I: Introduction to E-Business

E-commerce - the revolution is just beginning, ecommerce: a brief history, understanding e-commerce: organizing themes.

Unit – II: E- Business Models and The Internet

e- business models, major business to consumer (B2C) business models, major business to business (B2B) business models, business models in emerging e-Business areas. The internet -technology background, the internet today, the world wide web, the internet and the web - features.

Unit – III: Building an Ecommerce Web Site

building an e-commerce web site - a systematic approach, the e-commerce security environment, security threats in the e-commerce environment, and e-commerce payment system.

Unit – IV: E-Business Marketing Concepts

consumer online -the internet audience and consumer behaviour, basic e - marketing concepts, internet marketing technologies, B2C and B2B e-business marketing and business strategies.

Unit – V: Online Retailing and Social Networks

the retail sector, e-tailing business models, the service sector - offline and online, online travel services, online career services. social networks and online communities, online auctions, e-commerce portals.

Text Books

1. Kenneth C. Laudon, E-Commerce: Business, Technology, Society, 4th Edition, and Pearson.
2. S. J. Joseph, E-Commerce: an Indian perspective, PHI, 4th edition, 2012.

Reference Books

1. Turban, Efraim, King, David, Lang, Judy, Introduction to Electronic Commerce, 2nd edition and prentice hall.
2. Tiny ERP, Open ERP – Pour une gestion d'entreprise efficace et intégrée, 1re éd., Fabien et Geoff Gardiner, fEyrolles Publications, 2008, f ISBN-2-212-12261-9.
3. Internet Marketing & e-Commerce, Kalyanam, Kirthi, Hanson, Ward A., 2nd edition and Thomson Learning.

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BUSINESS ETHICS AND CORPORATE GOVERNANCE

III - Semester

Lecture : 4

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.

Learning Outcomes

Upon successful completion of the course, 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.
- analyse 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.Prabhakaran: 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.

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ENTREPRENEURSHIP AND PROJECT MANAGEMENT

IV - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

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

Learning Outcomes

Upon successful completion of the course, 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, New Delhi, 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.

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Specialisation - Marketing

ADVERTISING AND BRAND MANAGEMENT

III - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To enlighten the students with the Concepts and Practical applications of advertising.
- To enlighten the students with the Concepts and Practical applications of Brand Management.

Learning Outcomes

Upon successful completion of the course, students will be able to

- understand the 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 and Branding 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. direct response advertising- direct mail, catalogs, internet 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 and consumer behaviour, setting advertising objectives, DAGMAR approach. advertising budgets—methods of formulating advertising budgets.

UNIT - III: Brand-concept

nature and importance of brand, brand evolution, brand life cycle, brand name and brand management, brand identity, conceiving, planning and executing (aaker Model), brand loyalty, measures of loyalty.

UNIT - IV: Brand Equity

concepts and measures of brand equity-cost, price and consumer based methods; sustaining brand equity, brand personality, definition of brand personality, measures

of personality, formulation of brand personality, brand image Vs brand personality. brand identity.

UNIT - V: Brand Positioning

concepts and definitions, repositioning, brand rejuvenation, celebrity endorsement, brand extension, differential advantage, strategies for competitive advantage, brand pyramid, branding in different sectors.

** Relevant cases have to be discussed in each unit.*

Text Books

1. George E Belch, Michael A Belch and Keyoor Purani, Advertising and Promotion, Tata McGraw Hill, 7th edition, 2009.
2. S.A. Chunawalla and K.C. Sethia, Foundations of Advertising - Theory & Practice, 8th revised edition, Himalaya Publishing House Pvt. Ltd. , 2015.
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.
4. Kevin Lane Keller, Jacob Isaac and Ambi M. G. Parmeswaran, Strategic Brand Management, 3rd edition, Pearson Education India, 2010.

Reference Books

1. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K. Zeigler, Advertising – Tata McGrawHill, 1982.
2. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice –Pearson,ND, 7th edition.
3. Percy & Elliot – Strategic Advertising Management, Oxford University Press, 5th edition 2016.
4. Harsh V. Varma, Brand Management, Excel Books.
5. Kumar, Ramesh. Managing Indian Brands, Vikas Publishing House, New Delhi, 2004.
6. Keller K. L., Strategic Brand Management, 2nd Edition, Pearson Education, 2003.

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Specialisation - Marketing

CONSUMER BEHAVIOUR

III - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

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

Learning Outcomes

Upon successful completion of the course, students will be able to

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

UNIT - I: Understanding Consumer Behaviour

defining consumer behaviour, need for the study of consumer behaviour. consumer behavior in a world of economic instability, rural consumer behaviour, diversity of indian market. changing indian consumer behaviour. understanding consumer through research process, consumer segmentation and targeting.

UNIT - II: Consumer as an Individual

consumer personality and self-concept, consumer motivation, consumer perception, consumer beliefs, consumer attitude- formation and change, consumer learning and information processing.

UNIT - III: Socio-Cultural Influences on Consumer Behavior

influence of culture, sub culture, social class, reference groups, family and personality. cross-cultural consumer behaviour.

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

consumerism and its roots, consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers.

* Relevant cases have to be discussed in each unit.

Text Books

1. Leon G. Schiffman, Leslie Lazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
2. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition.
3. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
4. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.

Reference Books

1. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
2. Satish Batra, SHH kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
3. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
4. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
5. Dr.Shri Prakaash, Consumer Behaviour, Vikas 2010.
6. S.A.Chunawalla, Commentary on Consumer Behaviour, 3rd edition, HPH 2012
7. S.H.H.Kazmi, Consumer Behaviour and Marketing Communication, Excel 2011.
8. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH 2012
9. J.Paul Peter, Jerry.C.Olsan, Consumer Behaviour and Marketing Strategy 7th Edition, TMH 2011.

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Specialisation - Finance

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

III - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To understand the basic concepts of different kinds of markets & various investment alternatives available.
- To acquaint the students about investment decisions related to financial assets, the risks and the returns involved, alongside the theories and concepts involved in portfolio management.

Learning Outcomes

Upon successful completion of the course, students will be able to

- familiarise in calculating the risk & return of the various combinations of the funds invested in the portfolio.
- selecting the optimum securities on the basis of technical & fundamental analysis.
- knowledge in calculation of bond duration, volatility & buy, hold or sell decision.

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 Management

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, the capital asset pricing model, single-index model, arbitrage pricing theory, market efficiency.

UNIT - III: Bond Valuation

bond analysis - bond pricing theorems, convexity, duration, bond immunization, active bond management and passive bond management - case study.

UNIT - IV: Fundamental Analysis & Technical Analysis

economic analysis, factors in domestic and international economy, economic forecasting and stock investment decisions, types of economic forecasts, forecasting techniques, industry analysis, classification, key characteristics in

industry analysis, sources of information for industry analysis. company analysis: sources of information for company analysis (internal, external), factors in company analysis, operating analysis, management analysis, financial analysis, technical analysis.

UNIT - V: Security Analysis

dividend discount models, intrinsic value and market price, earnings multiplier approach, p/e ratio, price/ book value, price/sales ratio. 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. Thomos 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.

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Specialisation - Finance

INTERNATIONAL FINANCIAL MANAGEMENT

III - Semester

Lecture	: 4	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 provide knowledge on Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations
- To forecast and evaluate future cash flows and to determine EXIM policy guidelines, reforms.
- To evaluate transactions and settlement dates in financial markets.

Learning Outcomes

Upon successful completion of the course, students will be able to

- management of capital account & current account can be done effectively
- conversion of currency & their cross quotations is understood.
- player's trade in the exchange markets such as central banks, speculators, corporations and individuals make up speculation techniques is known
- the arrangement of netting systems bilateral and multilateral with cross border countries can be elevated to students.
- relationship between inflation, interest rates and exchange rates is understood

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), foreign direct investment, international capital

budgeting, international cash management, accounts receivable management, inventory management - 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, 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.

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Specialisation - HR

TRAINING AND DEVELOPMENT

III - Semester

Lecture	: 4	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives

- To enable the student understand the concepts, principles and process of training and development.
- To familiarize with learning styles and theories in relation to the knowledge management.
- To develop an understanding of how to assess training needs and design training programs in an Organisational setting.
- To familiarize with the levels, tools and techniques involved in evaluation of training effectiveness.
- To develop an understanding on management and career development solutions to improve employee performance.

Learning Outcomes

Upon successful completion of the course, students will be able to

- assess training needs and design training programs in an Organisational setting.
- design the different evaluation criteria of training programs.
- it provides knowledge about various types of training programs and management development methods
- create the feasible environment for management development and career development of employee.

UNIT - I: Introduction to Training

concept, role, need and importance of training, principles of training, training administration, components. difference between training, learning and development

UNIT - II: Learning

tearning and its styles- David Kolb's learning style model, VAK Model, principles of Learning, andragogy and pedagogy, synergogy for team learning, theories of learning, learning and knowledge management.

UNIT - III: Training Needs Assessment (TNA)

concepts, determination of training needs, approaches to TNA, methods for identifying training needs, resistance to training, trainee motivation to learn, challenges to become learning organization.

UNIT - IV: Training Design and Evaluation

designing training programs - process, methods and techniques of training, designing a training unit (cross cultural, leadership, training the trainer, change), Kirkpatrick's four level frame work of evaluation criteria, models of evaluation (COMA, decision based), return on investment on training.

UNIT - V: Human Resource Development

management development- objectives of management development- methods of management development, management development process, leader centered techniques of management development. HRD at micro and macro levels, sub-systems of HRD, role of HRD function, steps in vareer planning, methods of career planning and development - career development actions and programs- guidelines for career management.

Text Books

1. Goldstein Irwin L, "Training In Organizations - Needs Assessment, Development & Evaluation", Wordsworth Publication
2. Lynton & Parekh, "Training for Development", Sage Publications, 2nd edition 2011.
3. Robert L. Craig, "ASTD Training and Development", McGraw Hill Publications
4. Dugan laird, "Approaches to Training and Development", Perseus Publishing, 2003
5. Rao TV, "Readings in HRD", Oxford & IBH, 2006
6. NM Agrawal, Transfer of Learning - ISTD Article
7. Noe, A Raymond & Kodwani, Deo Amitabh, "Employee Training and Development", 5e, McGraw Hill Publications, 2012

Reference Books

1. Elaine Biech, ASTD Handbook, 2nd Edition: The Definitive Reference for Training & Development, American Society for Training and Development.
2. Ronald R. Sims, Reinventing Training and Development, Greenwood Publishing Group.

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Specialisation - HR

INDUSTRIAL RELATIONS AND LABOUR LAWS

III - Semester

Lecture	: 4	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives

- To acquainting the students with the essentials of Industrial Relations in India.
- To familiarizing them with the use of preventive measures in IR
- To helping them to know about trade unions and their working
- To familiarizing them with collective bargaining and WPM
- To helping them to know specific provisions under various laws

Learning Outcomes

Upon successful completion of the course, students will be able to

- understand the evolution, concept and scope of Industrial Relations and Labour laws relating to it.
- apply the knowledge related to various Labour Laws related to wages as applicable in India.
- recall acts related to employment insurance and retiring benefits.
- designing Grievance Redressal Procedure for settling employee grievances.

UNIT - I: Introduction to Industrial Relations

Industrial Relations Perspective: concept, importance, scope and aspects of industrial relations, causes and effects of poor industrial relations in india. approaches to industrial relations, Trade Unions- trade union act, 1926; historical evolution of trade unions in India, role and functions of trade unions, essentials for success of trade unions-case Study.

UNIT - II: Grievance Management and Industrial Disputes

Employee Discipline-Causes of Discipline, Kinds of Punishment, grievance Procedure- settlement of grievance,model grievance procedure,collective bargaining. industrial disputes- industrial disputes act, 1947, causes and methods for settlement of industrial disputes-case study.

UNIT - III: Labour Welfare, Social Security and Workers' Participation in Management (WPM)

Introduction- history of labour welfare, theories of labour welfare; labour welfare officer – role, functions and duties. Employees' Safety and Social Security-health and occupational safety programs; workers' participation in management in India – shop floor, plant and corporate level- case study.

UNIT - IV: Legal Framework for Social Security

Employees Compensation act, 1923, employees state insurance act, 1948, employees provident fund and miscellaneous provisions act, 1952, payment of gratuity act, 1972, maternity benefit Act, 1961- case Study.

UNIT - V: Laws related to Employee Welfare and Wages

Industrial employment (standing orders) act, 1946, factories act, 1948, contract labour act, 1970, payment of wages Act, 1936, minimum wages act, 1948, payment of bonus act, 1965- case study.

Text Books

1. C. Mamoria, S. Mamoria, S. Gankar: "Dynamics of Industrial Relations", HPH, N. Delhi, 16th edition, 2012.
2. A.M Sarma, "Industrial Relations, Conceptual and Legal Framework", HPH, N. Delhi, 2012.
3. A. Monappa: "Industrial Relations". TMH, N. Delhi, 2nd edition 2017.
4. S C Srivastava, "Industrial Relations and Labour Laws", 6/e, Vikas Publishing, 2012.

Reference Books

1. R. Sivarethinamohan, "Industrial Relations and Labour Welfare": Text And Cases, PHI Learning Pvt. Ltd., New Delhi.
2. R.j.reddy, "Labour Legislation", APH Publishing Corporation, New Delhi.
3. B D Singh, A K Sinha, "Labour Laws in Brief", Excel Books, New Delhi.

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Specialisation - Marketing

MARKETING OF SERVICES

IV - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To develop insights into emerging trends in the service sector in a developing economy.
- To explain the unique challenges involved in marketing and managing services.
- To introduce the need to develop an appropriate marketing mix
- To understand the role of recovery and relationship marketing in services marketing.

Learning Outcomes

Upon successful completion of the course, students will be able to

- appraise, modify, and/or extend new concepts and strategies 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
- develop the strategies for relationship and recovery in services marketing

UNIT - I: Introduction to Services Marketing

Services - nature and characteristics, classification of services, marketing of services Vs.goods, product service continuum, services marketing challenges,service marketing mix. services in the modern economy- role of services in Indian Economy. services and technology, services as a system.

UNIT - II: Consumer Behaviour and Relationship Marketing

Consumer Behaviour in services- understanding customer needs and expectations, service perceptions, encounters. Relationship Marketing- the nature of service consumption, relationshipdevelopment strategies and challenges.

UNIT - III: Service Development and Physical Evidence

Service Development- planning, creating and branding serviceproducts, new service development; service blueprinting, service process redesign; service physical evidence, servicescape,physical evidencestrategy; services marketing triangle;;role of employees and customers in servicedelivery and performance.

UNIT - IV: Service Quality and Recovery

Service Quality - service quality dimensions, gaps model of service quality, service recovery – customer responses to service failures, customer recovery expectations, complaint handling, recovery management, recovery strategies, service recovery effects, service guarantees.

UNIT - V: Services Pricing, Promotion and Distribution

Pricing of Service - establishing pricing objectives, pricing related to four value definitions, service communication- challenges, communication mix. Service Delivery Process-delivering services through intermediaries and electronic channels, balancing demand and capacity.

* Relevant cases have to be discussed in each unit.

Text books

1. Valarie A Zeithaml, “D D Gremler et. al., Services Marketing”, 4th edition, TMH, New Delhi.
2. Rajendra Nargundkar: Services Marketing, 3rd edition, TMH, New Delhi.
3. R Srinaivasan, Services Marketing, Indian Context, 4th edition, Prentice Hall of India, New Delhi.
4. Harsh V.Verma: Services Marketing, 2nd edition, Pearson Education, New Delhi.

Reference Books

1. Christopher Lovelock, Jayanta Chatterjee and Jochen Wirtz, Services Marketing: People, Technology, Strategy, Pearson Education, 7th edition.
2. Govind Apte: Services Marketing, Oxford University Press, New Delhi, 2009
3. Ravi Shanker: Services Marketing, Excel Books, New Delhi, 2010
4. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010
5. Vasanthi Venugopal: Services Marketing, Himalaya Publishing House, 2010
6. Nimith Chowdhary: Marketing of Services, MacMillan Publishers, New Delhi, 2009.
7. Douglas Hoffman K: Marketing of Services, Cengage learning, New Delhi 2010.

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Specialisation - Marketing

SALES AND DISTRIBUTION MANAGEMENT

IV - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- To familiarize the concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.

Learning Outcomes

Upon successful completion of the course, students will be able to

- apply the knowledge of various concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.
- evaluate the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems.
- execute the decision making skills of future sales and distribution process.

UNIT - I: Sales Management

objectives and functions of sales management, selling as a career, sales organisation, purpose of setting up a sales organisation, types of sales organizations, organisation of the sales department, inter department relations, ethics in Sales management. process of personal selling.

UNIT - II: Sales Potential Analysis and Territory Management

sales potential, sales volume, sales quotas. sales forecasting, different methods of sales forecasting, sales budgets. Sales territory - reasons for establishing sales territories, time and territory management, routing and scheduling sales personnel.

UNIT - III: Sales Force Management

recruitment, selection and training of sales personnel, selecting training methods , evaluating sales training programmes, motivation and compensation plans of sales force, evaluation of salesmen's performance, sales control research.

UNIT - IV: Channels of Distribution

channel structure and functions, channel design process and channel management decisions, selecting channel members motivating channel members, customer service and physical distribution.

UNIT - V: Channel Management

role and types of channel intermediaries, channel conflicts – reasons, managing channel conflicts evaluating channel member performance – retail management , e-enabled distribution, emerging trends in distribution management.

** Relevant cases have to be discussed in each unit.*

Text Books

1. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, “Sales Management Decisions”, Policies and Cases – Prentice Hall.
2. Krishna K Havaladar Vasant M Cavale, “Sales and Distribution Management”, TMH, New Delhi, 2009
3. S.L.Gupta, “Sales and Distribution Management”: Text and Cases, Excel Publishers.
4. Pingali Venugopal, “Sales and Distribution Management”: An Indian Perspective, Response Books, New Delhi.

Reference Books

1. Tapan K Panda: Sales and Distribution Management, Oxford University Press, New Delhi, 2009.
2. Tony Carter: Sales Force Management, Jaico Publishing House, New Delhi, 2008.
3. S.A.Chunawala: Sales and Distribution Management,Himalaya Publishing House, New Delhi, 2009.
4. Aftab Alam Sales and Distribution Management, Wisdom Publication.
5. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
7. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
8. Matin Khan: Sales and Distribution Management, Excel Publish.
9. Hair, Anderson: Sales Management, Cengage Learning, New Delhi, 2010.
- 10.Mark W Johnston: Sales Force Management, TMH, New Delhi, 2009.

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Specialisation - Finance

FINANCIAL DERIVATIVES

IV - Semester

Lecture : 4

Internal Marks : 40

Credits : 3

External Marks : 60

Course Objectives

- To aim at 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

Learning Outcomes

Upon successful completion of the course, students will be able to

- analyse and evaluate the characteristics of 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, 9th edition, 2016.
2. S.L.Gupta, “Financial Derivatives”, Prentice Hall, 1st edition 2005.
3. S. K. Parameshwaran, “Financial Derivatives”, Mcgraw Hill, 1st edition, 2010.

Reference Books

1. D. C. Patwari, Options and Futures- An Indian Perspective, Jaico Publishing House, 3rd revised edition, 2006.
2. Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, 2nd edition, 2012.
3. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGrawHill, 2010.

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Specialisation - Finance

FINANCIAL INSTITUTIONS AND SERVICES

IV - Semester

Lecture	: 4	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives

- To understand the 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.

Learning Outcomes

Upon successful completion of the course, 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.
- analyze 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 Institutions & Instruments

an update on the performance of IDBI, ICICI, IFCI and SFCs. role and structure of money market and capital market, call money market, treasury bill market, and commercial bill market including commercial paper and certificate of deposits, discount market, government securities market, primary and secondary market for securities, book building mechanism.

UNIT - III: Banking & Non- Banking Institutions

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.

Non-Banking Institutions - evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds.

UNIT - IV: Insurance

concept of insurance, need for insurance, insurance industry in India, role of IRDA, insurable risk, principles and benefits of insurance, reinsurance, LIC & GIC, General insurance and its types, Life insurance and its types.

UNIT - V: Financial Services

Asset/fund based financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, simple problems on factoring and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services - stock broking, credit rating, bankers to an issue, debenture trustees, portfolio managers.

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.
5. P.K. Gupta: “Insurance & Risk Management”, Himalaya Publishing House: Mumbai.

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 Delhi2006.
7. George E. Rejda: Principles of Risk Management & Insurance, Pearson: New Delhi.

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Specialisation - HR

COMPENSATION MANAGEMENT

IV - Semester

Lecture	: 4	Internal Marks	: 40
Credits	: 3	External Marks	: 60

Course Objectives

- To understand the various dimensions of Compensation Management.
- To know how the compensation options are determined.
- To gain awareness of the role of various bodies involved in Compensation Management.

Learning Outcomes

Upon successful completion of the course, students will be able to

- calculate compensation of an employee using various methods .
- develop an understanding of various types of wage methods.
- analyze theories of wage calculation.

UNIT - I: Compensation Management

conceptual framework of compensation management - concept and components of wages, theories of wages, subsistence theory, wage fund theory, marginal productivity theory, residual claimant theory, bargaining theory, criteria of wage fixation. methods of payment, broad banding, executive compensation, emerging trends of compensation management in IT industries.

UNIT - II: Wage Determination

principles of wage and salary administration, job evaluation - concept, scope, methods and techniques, performance based pay systems, knowledge based pay system, market based pay system, incentive based pay system, types of incentive plans, wage differentials.

UNIT - III: Payroll

salary calculation and reporting, income tax calculations and reporting, loan accounting, PF and Gratuity, Bonus, Ex-Gratia, Incentive, Superannuation 103 - arrears calculation.

UNIT - IV: Wage Administration in India

wage policy in india, methods of wage determination in India, The Pay Commission and Wage Boards - structure, scope and functions, role of collective bargaining in wage determination, the rate of minimum wages act.

UNIT - V: Benefit Programs

wage boards – pay commissions – compensation management in multi-national organizations.

Text Books

1. Richard.I. Henderson: “Compensation Management” In A Knowledge Based World – Prentice-Hall, 5th edition 1988.
2. Richard Thrope & Gill Homen: “Strategic Reward Systems” - PrenticeHall.

Reference Books

1. Thomas.P. Plannery, David.A. Hofrichter & Paul.E.Platten: People Performance & Pay – Free Press, 1st edition, 2002.
2. Michael Armstrong & Helen Murlis: Hand Book Of Reward Management – Crust Publishing House, 12th edition, 2012.
3. Joseph.J. Martocchio: Strategic Compensation – A Human Resource Management Approach – Prentice-Hall, 8th edition, 2014.
4. Edwarde.E.Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bass.

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Specialisation - HR

MANAGEMENT OF CHANGE AND DEVELOPMENT

IV - Semester

Lecture : 4

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.

Learning Outcomes

Upon successful completion of the course, students will be able to

- develop strategies to build a learning organization.
- analyse 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

introduction to change, stimulating forces, planned change, change agents, unplanned change, model of organisational change – Lewin's three step model.

UNIT - II: Resistance to Change

change management process, phases of the change management process, concept of resistance to change, forms of resistance, reactions to change, resistance to organizational change Initiatives, overcoming the resistance to change, techniques to overcome resistance.

UNIT - III: Concept of Organizational Culture

dimensions of culture, type of culture, assessing organizational culture, role of culture in managing change, approaches to individual change, and implications of change in individuals.

UNIT - IV: Organization Development (OD)

meaning, nature and scope of OD, dynamics of planned change, person-focused and role-focused OD interventions, planning OD Strategy – OD interventions in Indian organizations, challenges to OD.

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, virtual teams, high performance teams, self managing teams building team relationships, empowered teams.

Text books

1. Mark Hughes: "Change Management in Organizations", Jaico Publishing House, New Delhi, 1st edition, 2008.
2. Robert A Paton: "Change Management", Sage Publications, New Delhi, 3rd edition, 2008.

Reference Books

1. Cummings: "Theory of Organisation Development and Change", Cengage Learning, New Delhi, 1st edition, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2016.

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