

SCHEME AND SYLLABUS

MBA PROGRAMME (D.E.)



(w. e. f. Academic Session 2019-20)

MBA PROGRAMME (D.E.)

(Semester Based)

DIRECTORATE OF DISTANCE EDUCATION

GURU JAMBHESHWAR UNIVERSITY OF

SCIENCE & TECHNOLOGY, HISAR

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SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

The MBA programme is divided into four semesters (two semesters in the first year and two semesters in the second year). Every semester ordinarily shall be of 21 week of duration inclusive of teaching and examination. Each paper shall be of 100 marks in the ratio of 70% external and 30% internal. The division of marks is as under:

Final/Major Test (External)	:	70 Marks
Internal Assessment (Internal)	:	30 Marks
Distribution of weightage of 30 marks of Internal Assessment will be as under:		
Two handwritten assignments per paper	:	30 Marks
Max. Marks	:	100 Marks
Passing Marks	:	40 Marks

The Internal Assessment awarded to a student in any particular course will be based on evaluation of the students in two handwritten assignments (**practical based**) per paper. The students will have to write two assignments per paper in his/her own handwriting and submit the same on-line. Each assignment will carry 15 marks.

The students who fail in internal assessment as well as in aggregate will have the option to improve their score in the internal assessment giving a special chance to such students. However, no student will be allowed to improve his/ her score of internal assessment, if he/she has already scored 40% marks in aggregate as well as in external examination. A student who could not secure 40% marks in external will have to reappear in the external examination of the respective paper.

Instructions to the examiners and students for the Major Test of 70 marks: The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.

The Master of Business Administration is a two-year semester based full time programme having four semesters. The course structure of the programme is given as under: -

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SEMESTER-I			
Course Code	Course Title	External Marks	Internal Marks
MBA-101	Management Process and Organisational Behaviour	70	30
MBA -102	Business Statistics	70	30
MBA -103	Managerial Economics	70	30
MBA -104	Accounting for Managers	70	30
MBA -105	Business Environment	70	30
MBA -106	Business Communication	70	30
MBA -107	Computer Applications in Business and Cyber Security	70	30

SEMESTER-II			
Course Code	Course Title	External Marks	Internal Marks
MBA -201	Marketing Management	70	30
MBA -202	Human Resource Management	70	30
MBA -203	Financial Management	70	30
MBA -204	Production and Operations Management	70	30
MBA -205	International Business	70	30
MBA -206	Management Science	70	30
MBA -207	Business Research Methods	70	30

Summer Training Project Report: At the end of the second semester, all the students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization under the supervision of a supervisor from that organisation. Each student will be required to submit a **Summer Training Project Report (STR)** in proper format along with a certificate issued by the concerned organisation where he/she has undertaken the summer training to the Director, Distance Education **up to 31st August** without late fees, for the purpose of evaluation in the third semester. Each student will be evaluated based on the **STPR** submitted in the Directorate by the expert teachers. The evaluation of Summer Training Project Report will be done by the expert external evaluators appointed by the university. It will carry **50 marks**.

In third and fourth semesters, the following specializations are offered:

1. Human Resource Management
2. Finance

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3. Marketing
4. International Business
5. Production and Operations Management
6. Information Technology Management

SEMESTER-III			
Course Code	Course Title	External Marks	Internal Marks
MBA-301	Strategic Management		
MBA -302	Summer Internship and STPR	100	----
	Elective -I*	70	30
	Elective -II*	70	30
	Elective -III*	70	30
	Elective -IV*	70	30
	Elective -V*	70	30

***The students are required to choose 5 (five) Elective Papers offered in Semester III and all the five papers must be opted from single area of specialization.**

SEMESTER-IV			
Course Code	Course Title	External Marks	Internal Marks
MBA-401	Entrepreneurship Development	70	30
MBA-402	Business Legislation	70	30
MBA-403	Comprehensive Viva- Voce (External)	50	---
MBA-404			
	Elective I (From Single Area of specialization offered in MBA IV Sem optional papers)	70	30
	Elective II (From Single Area of specialization offered in MBA IV Sem optional papers)	70	30

NOTE:

For the purpose of enhancing the current knowledge base, students can also access various online resources (supported by MHRD, GOI) for their respective subjects. These resources are available at:

- <http://nptel.ac.in>
- <https://epgp.inflibnet.ac.in/>

Human Resource Management Area

3rd Semester

Course Code	Course Title	External	Internal
HRM-301	Management of Industrial Relations	70	30
HRM-302	Human Resource Planning	70	30
HRM-304	Managing Interpersonal and Group Processes	70	30
HRM-306	Leadership Dynamics	70	30
HRM-308	Training and Development	70	30

4th Semester

Course Code	Course Title	External	Internal
HRM-402	Human Resource Development	70	30
HRM-404	Organisational Change and Intervention Strategies	70	30

Finance Area

3rd Semester

Course Code	Course Title	External	Internal
FM-301	Risk Management and Insurance	70	30
FM-302	Security Analysis	70	30
FM-303	Project Management	70	30
FM-304	Management of Banks and <i>financial</i> Institutions	70	30
FM-306	Public Finance	70	30

4th Semester

Course Code	Course Title	External	Internal
FM-404	International Financial Management	70	30
FM-406	Financial and Commodity Derivatives	70	30

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Marketing Area

3rd Semester

Course Code	Course Title	External	Internal
MM-301	Consumer Behaviour	70	30
MM-302	Marketing Research	70	30
MM-304	Sales & Distribution Management	70	30
MM-306	Marketing of Services	70	30
MM-307	Product and Brand Management	70	30

4th Semester

Course Code	Course Title	External	Internal
MM-401	Global Marketing	70	30
MM-403	Rural Marketing	70	30

International Business Area

3rd Semester

Course Code	Course Title	External	Internal
IB-302	Export-Import Procedures and Documentation	70	30
IB-303	India's Foreign Trade & Policy	70	30
IB-304	Global Marketing	70	30
IB-305	International Logistics	70	30
IB-307	Risk Management in International Business	70	30

4th Semester

Course Code	Course Title	External	Internal
IB-403	International Financial Management	70	30
IB-404	Global Strategic Management	70	30

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Production and Operations Management Area

3rd Semester

Course Code	Course Title	External	Internal
POM-301	Purchase and Materials Management	70	30
POM-302	Total Quality Management	70	30
POM-303	Supply Chain Management	70	30
POM-304	Service Operations Management	70	30
POM-305	Technology Management	70	30

4th Semester

Course Code	Course Title	External	Internal
POM-405	Warehouse Management and Inventory Control	70	30
POM-406	Project Management	70	30

Information Technology Management Area

3rd Semester

Course Code	Course Title	External	Internal
ITM-301	E-Commerce Applications	70	30
ITM-302	Internet and Web Designing	70	30
ITM-303	Relational Data Base Management Systems	70	30
ITM-304	E-Business Information Systems Management	70	30
ITM-305	Enterprise Resource Planning	70	30

4th Semester

Course Code	Course Title	External	Internal
ITM-402	E-CRM	70	30
ITM-403	Systems Analysis and Design	70	30

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FIRST SEMESTER

MBA-101 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

Time Allowed: 3 Hours

M.M:70

Objective: *The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organization.*

Course Contents:

UNIT-I

Introduction to management: Meaning, nature and scope of management; Evolution of management thoughts: School of management thoughts, Approaches to management; Managerial skills; Managerial functions; Social Responsibility of managers and business; Challenges before modern managers

UNIT-II

Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organisational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, Communicating; Controlling; Co-ordinating.

UNIT-III

Organizational Behaviour: concepts, determinants, challenges and opportunities of OB; Contributing disciplines to the OB; Organisational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behaviour: Personality; Perception; Values; Attitudes; Learning.

UNIT-IV

Understanding and managing group processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

Suggested Readings:

1. Chandan, J.S., *Organizational Behaviour*, Vikas Publications
2. Koontz, H & Wechrich, H., *Management*, Tata McGraw Hill.
3. Luthans, F., *Organizational Behaviour*, Tata McGraw Hill.
4. Robbins, S.P., *Management*, Prentice Hall Ins.
5. Robbins, S., Judge, T. & Sanghi, S., *Organizational Behaviour*, Prentice Hall of India.
6. Stoner, J., *Management*, Prentice Hall of India.
7. Davis, K., *Organisational Behaviour*, Tata McGraw Hill.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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MBA-102**BUSINESS STATISTICS****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to make students learn about the applications of statistical tools and techniques for decision making.*

Course Contents:**UNIT-I**

Univariate analysis: central tendency, dispersion (theoretical concept); Probability: Introduction, addition theorem, multiplication theorem, conditional probability, Bayes Theorem. Theoretical probability distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications.

UNIT-II

Sampling: probability and non probability sampling methods; Sampling distribution and its characteristics; Hypothesis testing: hypothesis formulation, and testing; Statistical Tests: z-test, t-test, F-test, Analysis of variance, Chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

UNIT-III

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

UNIT-IV

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts, Acceptance sampling.

Suggested Readings:

1. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons
2. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, Cengage Learning.
3. Ken Black, *Business Statistics*, Wiley.
4. Levin, Richard I and David S Rubin, *Statistics for Management*, Prentice Hall, Delhi.
5. Aczel and Sounderpandian, *Complete Business Statistics*, Tata McGraw Hill, New Delhi.
6. Hooda, R.P., *Statistics for Business and Economics* Macmillian, New Delhi.
7. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins, New York.
8. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins, NY

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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MBA-103

MANAGERIAL ECONOMICS

Time Allowed: 3 Hours**M.M:70**

Objective: *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.*

UNIT-I

Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

UNIT-II

Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Economies and diseconomies of scale and scope; Production function : Short term and long run production function, law of variable proportion and return to scale, Iso-quant curves.

UNIT-III

Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT-IV

Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioural Theory; National Income: Concept and Measurement.

Suggested Readings:

1. Ferguson, P. R. Rothschild, R. Ferguson G.J. , Business Economics, Palgrave Macmillan.
2. Dwivedi, D.N., *Managerial Economics*, Vikas Publication.
3. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
4. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
5. Koutsoyiannis, A., *Modern Economics*, Macmillian

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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MBA-104**ACCOUNTING FOR MANAGERS****Time Allowed: 3 Hours****M.M:70**

Objective: *The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning, decision-making and control.*

Course Contents:**UNIT-I**

Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Accounting process: Journal, Ledger and Trial Balance, Depreciation accounting and policy, Preparation of Final Accounts of Joint-stock Companies, Understanding and Analyzing Published Financial Statements of Companies.

UNIT-II

Cost Accounting: Nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost sheet. Budgeting: Types of budgets and their preparation

UNIT-III

Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting; Financial analysis: Ratio analysis, Cash Flow Statement.

UNIT-IV

Marginal costing: CVP analysis, break-even analysis, Decision involving alternative choices: fixation of selling price, exploring new markets, make or buy decision and product mix decision. An overview of Standard Costing

Suggested Readings:

1. Anthony, R.N. & Reece J.S., *Accounting Principles*, Homewood, Illinois, Rd Irwin.
2. Bhattacharya, S.K. & Dearden, J., *Accounting for Management: Text and Cases*, Vikas Publishing House.
3. Gupta, R.L. & Ramaswmy, *Advanced Accountancy*, Volume I&II, Sultan Chand & Sons.
4. Hingorani, N.L. & Ramanathan, A.R., *Accounting*, Sultan Chand & Sons.
5. Jawahar Lal, *Cost Accounting*, Vikas Publishing House.
6. Maheshwari, S.N., *Advanced Accounting*, Vikas Publishing House.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

MBA-105**BUSINESS ENVIRONMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to analyze the micro and macro environment of business in coherent and critical manner.*

Course Contents:**UNIT-I**

Indicators of Internal and External Business environment; Environmental scanning and risk assessment; Concepts of Economic systems; New Industrial Policy-1991 and Recent Financial and Economic Reforms, Recent Monetary and Fiscal Policy and their impact on Business Environment.

UNIT-II

Impact of Political, Economic, Social and Technological Environment on the Emerging Sectors of Indian Economy: Public Sector, Private Sectors, Services Sector and SME Sector; Privatization in India; Public Private Partnership; Challenges and Opportunities in the Rural sector.

UNIT-III

Globalization Business Environment; Opportunities and challenges for MNCs in India; Foreign investment in India; Indian Foreign Trade and its Impact on Balance of Payment, Exchange rate Movements and India's Competitiveness in the world economy; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

UNIT-IV

Legislations for Social Responsibilities- Consumer protection Act, 1986 and its Amendments, Competition Act, 2002 and its Amendments and Environmental Protection Act, 1986; Foreign Exchange Management Act, 1999 (FEMA) and their influences on the Business Environment.

Suggested Readings:

1. Faisal Ahmed and M. Absar Alam. Business Environment: Indian and Global Perspective, PHI, New Delhi. 2014
2. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
3. Misra, S.K. & Puri, V.K., *Indian Economy*, Himalya Publishing House.
4. Aswath Thapa, K., *Business Environment*, Excel Books.
5. Bedi S.K., *Business Environment*, Excel Books.
6. Khujan Singh, *Business Environment – Theory and Practice*, IAHRW Publications
7. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
8. Economic Survey, Govt. of India.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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MBA-106

BUSINESS COMMUNICATION**Time Allowed: 3 Hours****M.M:70**

Objective: *The course is aimed at equipping the students with the necessary techniques and skills that help them in communicating effectively for handling inter as well as intra organisational issues.*

Course Contents:**UNIT-I**

Communication: Importance for business organization; Process and associated hurdles; Principles for effective communication; Dimensions of Communication; Network of communication; Grapevine

UNIT-II

Verbal Communication: Oral and Written; Non-Verbal Communication: Kinesics; Paralanguage; Proxemics; Sign Language. Cross Cultural Communication.

UNIT- III

Essentials of effective business correspondence; Business Letter- Types; Proposal writing. Report writing- Essentials, Types, and Steps, Introduction to Plagiarism; Notices, Circulars, Office Orders, Memos, Agenda and Minutes, Representations, Employee Newsletters.

UNIT-IV

Presentation Skills; Listening Skills; Small Talks; Public Speaking; Resume' Writing; Meetings; Interview; Group Discussion; Electronic Mail and Telephone Etiquettes.

Suggested Readings:

1. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, TMH
2. Murphy H. A. and Hildebrandt H. W. , *Effective Business Communications*, TMH
3. Sinha, K.K. *Business Communication*, Galgotia Publishing Co
4. Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, *Business Communication Today*, Pearson Education.
5. Krishna Mohan & Meera Banerji, *Developing Communication Skills*, Macmillan India Ltd.
6. Taylor, S., *Communication for Business*, Pearson Education.
7. Any leading National English Daily

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.



MBA: 107 COMPUTER APPLICATIONS IN BUSINESS AND CYBER SECURITY

Time Allowed: 3 Hours

Theory: 40 Internal assessment: 30 Practical: 30 MM: 70

Objective: *The Objective of this course is to familiarize the student with basic concepts of information technology, its application in business and make them conscious of cyber security laws and practice.*

Course Contents:

UNIT-I

Software Packages for Office Applications- Word Processing using MS Word, Spreadsheets using MS Excel, Presentations using MS Power Point, Creating web pages and web applications with HTML, Business functionalities using Tally software.

UNIT-II

Electronic Data Processing: An introduction; Data processing cycle; data hierarchy; data file structure; file organization, Data Base Management Systems

UNIT-III

Telecommunication and Networks: Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures-The OSI Model. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web, Intranets and Extranets.

UNIT-IV

Cyber Security: Perspective of Cyber security, Application security, Information security, Network security, End-user education, Cryptography / Encryption, Security issues in wireless, Security Threats and Vulnerabilities, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues. Brief introduction to Information Technology Act, 2000, IT (Amendment) Act

Suggested Readings:

1. Ram, B., *Computer Fundamentals*, New Age Publications.
2. Rajaraman, V., *Introduction to Information Technology*, PHI.
3. Shrivastava., *Fundamental of Computer & Information Systems*, Wiley Dreamtech.
4. Chwan-Hwa (John) Wu, J. David Irwin, *Introduction to Computer Networks and Cybersecurity*, CRC Press.
5. Aparna Viswanathan, *Cyber Law*, LexisNexis Butterworths

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of **four short questions** covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks, ~~i.e., 8~~ **marks.**
3. The marks will be awarded by the external and internal examiners jointly in practical examination.

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SECOND SEMESTER

MBA-201**MARKETING MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.*

UNIT I

Nature, scope and concept of marketing; Corporate orientations towards the marketplace; Marketing Mix; Understanding 4 A's of Marketing; Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research; Understanding Consumer and Industrial Markets; Market Segmentation, Targeting and Positioning

UNIT II

Product decisions: Product concept and classification, product mix, product life cycle, new product development; Product branding, packaging and labeling decisions; Pricing decisions: Factors affecting pricing decisions, setting the price, Pricing strategies and methods.

UNIT III

Distribution Channels and Logistics Management: nature, types and role of intermediaries; Channel design decisions, Channel behavior and organization, Channel management decisions, Logistics management decisions. Marketing communication and promotion decisions: Factors influencing promotion mix; Advertising decisions; Personal Selling; Sales force management; Sales promotions; Publicity and Public relations.

UNIT IV

Holistic marketing: Trends in marketing practices, Internal marketing, Socially responsible marketing, Marketing implementation and control; New issues in marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing, Ethics in Marketing.

Suggested Readings:

1. Kotler, Philip and Keller, Kevin, *Marketing Management*, Prentice Hall of India
2. Kotler, Philip and Armstrong, G., *Principles of Marketing*, Prentice Hall of India
3. Czinkota & Kotabe, *Marketing Management*, Thomson Learning
4. Ramaswamy, V.S. & Namakumari, S., *Marketing Management: Planning, Control*, Macmillan
5. Kotler, Lane, Keller., *Marketing Management*, Pearson
6. Rajan Saxena, *Marketing Management*, McGraw Hill
7. R. Srinivas, *Case Studies in Marketing- Indian Context*, PHI Learning
8. Stanton, *Fundamentals of Marketing*, McGraw Hill
9. Sontakki, C.N. et al., *Marketing Management*, Kalyani Publishers
11. Kumar, A and Meenakshi, N, *Marketing Management*, Vikas Publishing House Pvt. Ltd.
12. C.K. Prahalad, *The Fortune at the Bottom of Pyramid*, FT Press
13. Matt Haig, *100 Brand Failures*, Kogan Page
14. W. Chan Kim & Renee Mauborgne, *Blue Ocean Strategies*, Harvard Business Review Press

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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MBA-202**HUMAN RESOURCE MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.*

Course Contents:**UNIT-I**

Introduction to HRM: Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM.

UNIT-II

Recruitment, Placement and Retention Strategies; Human Resource Planning; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction and Socialization.

UNIT-III

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

UNIT-IV

Employee Relations and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

Suggested Readings:

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.
8. Noe, Hollenbeck, Gerhart & Wright, *Human Resource Management*, McGraw-Hill Higher Education

Internet Modules:

1. <http://nptel.ac.in/courses>

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MBA-203

FINANCIAL MANAGEMENT

Time Allowed: 3 Hours**M.M:70**

Objective: *The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business.*

Course Contents:**UNIT-I**

Financial Management: meaning, objectives and scope; types of financial decisions, risk-return framework for financial decision-making, time value of money.

Capital Budgeting Decisions: nature, importance and types of investment decision; techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.

UNIT-II

Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure. Sources of long term and short term finance.

Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital.

UNIT-III

Working Capital Management: Concept and types of working capital; operating cycle, determinants of working capital, estimation of working capital requirement; working capital policy; Management of cash, accounts receivables and inventories; financing working capital.

UNIT-IV

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy. An overview of Corporate Restructuring

Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey I. M., *Financial Management*, Vikas Publishing.
3. Damodaran, A, *Corporate Finance: Theory and Practice*, John Wiley & Sons.
4. Hampton, John. *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc.
5. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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Prasanna

Prasanna

MBA-204

PRODUCTION AND OPERATIONS MANAGEMENT**Time Allowed: 3 Hours****M.M:70**

Objective: *The Course is designed to acquaint the students with decision making in planning, scheduling and control of production operations in both manufacturing and service organizations.*

Course Contents:**UNIT-I**

Nature and Scope of Production and Operations Management; Types of Manufacturing Systems Facility Location; Plant Layout: Layout Planning and Analysis.

UNIT-II

Production Planning: Capacity Planning, Aggregate Planning, Master Production Scheduling, Material Requirement Planning; Maintenance Management.

UNIT-III

Material Management: An overview of Material Management, Inventory Control, Purchase Management, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

UNIT-IV

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000; Work Study: Method Study, Work Measurement.

Suggested Readings:

1. Heizer, J. & Render, B., *Operations Management*, Pearson.
2. Gaither, N. & Frazier, G., *Operations Management*, Thomson.
3. Adams, Everett E. (Jr.) and Ebert, Ronad J., *Production and Operations Management: Concepts, Models and Behavior*, Prentice Hall of India.
4. Krajewski Lee J. & Ritzman Larry P., *Operations Management: Processes and Value Chain*, Pearson.
5. Buffa, E. S. & Sareen, *Modern Production Management*, John Wiley.
6. Chary, S. N., *Production and Operations Management*, Tata McGraw Hill.
7. Richard, B. Chase, F. Robert Jacobs, Nicolas J. Aquilano & Nitin K Agarwal, *Operations Management for Competitive Advantage*, Tata McGraw Hill.
8. Nair, N.G. *Production and Operations Management*, Tata McGraw Hill.

Internet Modules:

1. <http://nptel.ac.in/courses>

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MBA-205

INTERNATIONAL BUSINESS

Time Allowed: 3 Hours**M.M:70**

Objective: *The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.*

UNIT - I

Overview of International Business: Evolution and development of international business; International Business Environment: Factors leading to growth in international business, Modes of international business.

UNIT -II

An overview of International trade theories, Commercial Policy Instruments: Tariff and Non-Tariff Measures and their impact; Balance of Payment Account, Foreign Direct Investment, International Financial Environment; Foreign Exchange Rates and Markets, Management of exchange rate.

UNIT III

Organizational Structure for International Business, International Marketing Management, International Financial Management, International Production Management, International HRM, International Business Negotiations, Recent developments and issues in International Business.

UNIT IV

Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers, Strategic Alliances, Mergers and Acquisitions, Foreign Trade Promotion, Indian Joint Ventures Abroad, Multilateral regulation of trade and investment: IMF, World Bank, WTO, UNCTAD, Regional Economic Cooperation.

Suggested Readings:

1. Korth, Christopher M., *International Business Environment and Management*, Prentice Hall.
2. Ramu, S. Shiva, *International Business: Governance Structure*, Wheeler Publishing.
3. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
4. Mithani, D.M., *International Economics*, Himalaya Publishing House.
5. Charles W.L. Hill, *International Business*, Tata MC Graw-Hill.
6. Czinkota, Ronkainen & Moffet, *International Business*, Thomson, South-Western.
7. Daneiels, Radebaugh and Sullivan, *International Business, Environments and Operations*, Pearson Education.
8. V. Sharan, *International Business, concept, environment and strategy*, Pearson Education

Internet Modules:

1. <http://nptel.ac.in/courses>

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MBA-206**MANAGEMENT SCIENCE****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.*

Course Contents:**UNIT-I**

Management Science - Basic concepts and its role in decision-making. Linear programming: meaning, scope & assumptions, Formulation of linear programming problem & solution by graphical & Simplex methods and some special cases.

UNIT-II

Duality and Sensitivity analysis: change in objective function coefficient and availability of resources with simplex method. Transportation - Some special cases like maximization, unbalanced problems, degeneracy in transportation models, Assignment models (HAM).

UNIT-III

Queuing theory (single channel poisson arrivals with exponential service time, infinite population model); Inventory management techniques (Deterministic Model), special techniques of inventory management; PERT/CPM - Network analysis, determining the critical path, calculation of float.

UNIT-IV

Game theory: Pure and mixed games, dominance and graphical method. Decision theory: one stage and multi stage decision trees; Introduction to Integer programming, Goal programming, Dynamic programming.

Suggested Readings:

1. Vohra, N.D. *Quantitative Techniques in Management*, Tata McGraw Hill.
2. Budnik, Frank S. Dennis Mcleavey, Richard *Principles of Operations Research*, Richard Irwin, Illinois - All India Traveller Bookseller
3. Sharma, J K. *Operations Research: Theory and Applications*, New Delhi, Macmillian India Ltd.
4. Taha, H A., *Operations Research - An Introduction*, New York, Mc-Millan.
5. Narang, A S. *Linear Programming and Decision Making*, Sultan Chand.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

MBA-207**BUSINESS RESEARCH METHODS****Time Allowed: 3 Hours****M.M:70**

Objective: *This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.*

Course Contents:**UNIT -I**

Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research.

UNIT -II

Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research.

UNIT -III

Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity.

UNIT -IV

Data Analysis: Descriptive Statistics, Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

Suggested Readings:

1. Zikmund, W. G. *Business Research Methods*. Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. *Business Research Methods*, McGraw Hill Education.
3. Burns, R. B. & Burns, R. A. *Business Research Methods and Statistics using SPSS*, SAGE Publications Ltd.
4. Bajpai, N, *Business Research Methods*, Pearson.
5. Chawla, D. & Sondhi N., *Research Methodology: Concepts and Cases*, Vikas Publishing House.
6. Panneerselvam, R, *Research Methodology*, Prentice Hall India.
7. Kothari, C.R. *Research Methodology & Technique*, New Age International Publishers.

Internet Modules:

1. <http://nptel.ac.in/courses>

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**FINAL YEAR
COMPULSORY PAPERS**

MBA-301**STRATEGIC MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.*

Course Contents:**UNIT-I**

An introduction to business policy - Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making.

UNIT-II

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage.

UNIT-III

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

UNIT-IV

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

Suggested Readings:

1. Jauch & Glueck, *Business Policy and Strategic Management*, McGraw-Hill Publications.
2. Thompson A.A. and Stickland A.J, *Strategic Management- Concept and cases*, Pearson
3. Michael Porter, *Competitive Advantage of Nations*, Free Press.
4. Azhar Kazmi, *Business Policy and Strategic Management*, Thomson Learning
5. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
6. Melvin J. Stanford, *Management Policy*, Prentice-Hall
7. Pearce, J. A., II, and R. B. Robinson, Jr. *Strategic Management: Strategy Formulation, Implementation, and Control*, Chicago, IL: R. D. Irwin, Inc
8. Jean-Louis Schaan, & Micheál J. Kelly *Cases in Alliance Management: Building Successful Alliances*, SAGE Publications

Internet Modules:

1. <http://nptel.ac.in/courses>

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Robson

Law

MBA-401**ENTREPRENEURSHIP DEVELOPMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.*

Course Contents:**UNIT-I**

Concept of Entrepreneur and Entrepreneurship, Entrepreneur vs. Manager, Significance of Entrepreneurship in Economic Development; Economic, Social and Psychological needs for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship.

UNIT-II

The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; Achievement Motivation; Environmental Factors affecting success of a new Business.

UNIT-III

Feasibility Study -Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project.

UNIT-IV

Government support to new Enterprises; Role of Government and Promotional agencies in Entrepreneurship Development; Entrepreneurship Development Programmes in India

Suggested Readings:

1. Clifton, Davis S & Fyfe, David E., *Project Feasibility Analysis*, John Wiley.
2. Desai, A N., *Entrepreneur & Environment*, Ashish Publications.
3. Drucker, Peter., *Innovation and Entrepreneurship*, Heinemann.
4. Jain R., *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books.
5. Kumar, S A., *Entrepreneurship in Small Industry*, Discovery.
6. McClelland, D C & Winter, W G., *Motivating Economic Achievement*, Free Press.
7. Pareek, Udai and Venkateswara Rao, T., *Developing Entrepreneurship -A Handbook Learning Systems, Learning Systems*

Internet Modules:

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MBA 402**BUSINESS LEGISLATION****Time Allowed: 3 Hours****M.M: 70**

Objective: *The aim of the paper is to acquaint the students with the Business law and Company law in their future role as managers.*

Course Contents:**UNIT-1**

The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract; Performance of a Contract; Discharge of a Contract; Breach of Contract; Quasi Contracts; Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.

UNIT-2

The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification, Conditions and warranties, Doctrine of Caveat Emptor, Rights of an unpaid seller, Rights of buyer; Negotiable Instruments Act, 1881: Meaning and characteristics of negotiable instrument, Types of negotiable instruments and their characteristics, Holder and Holder-in-due-course, Discharge and Dishonour of negotiable instruments, Negotiation and Assignment.

UNIT-3

The Companies Act, 2013; Meaning and Characteristics of a Company; Objects and Applications of Companies Act, 2013; Landmark provisions of new Companies Act, 2013; Classification of companies, Concept of One Person Company; Formation of a company, Memorandum and Articles of association, Prospectus, Allotment of shares and share capital, Membership in companies.

UNIT-4

Meetings of Companies: General principles of meetings, Types of meetings; Prevention of Oppression and Mismanagement; Winding up of a Company; Consumer Protection Act: Define consumer rights, provisions regarding complaints in consumer courts, Unfair Trade Practices and Restrictive Trade Practices, Consumer Protection Council, Consumer forum.

Suggested Readings:

1. Gulshan, S.S. and Kapoor, G.K., *Business Law including Company Law*, New Age International Publication.
2. Macintyre, E., *Business law*, Pearson Education.
3. Tulsian, *Business law*, Tata McGraw Hill.
4. Majumdar A.K. and Kapoor G.K., *Company Law and Practices*, Taxmann Publication.
5. Kothari, V., *Understanding Companies Act, 2013*, Taxmann Publication.
6. Pathak, A., *Contract Law in India*, Oxford University Press.
7. Gogna, P.P.S., *A Textbook of Company Law*, S. Chand Publishing.
8. Nolakha, R.L., *Company Law and Practice*, Vikas Publishing House Private Limited.

Internet Modules:

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HUMAN RESOURCE MANAGEMENT AREA

THIRD SEMESTER

HRM-301 MANAGEMENT OF INDUSTRIAL RELATIONS**Time Allowed: 3 Hours****M.M:70**

Objective: *Organizational efficiency and performance are intricately interlinked with industrial relations. This course attempts to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.*

Course Contents:**UNIT-I**

Industrial Relations: Concept, evolution, significance, perspectives and organisation; Anatomy of industrial relations; Industrial relations and the State; Trade Unions: Concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of National Commission on labour for strengthening of trade unions.

UNIT-II

Collective Bargaining: concept, importance and process of bargaining; Participative Management: Forms of worker's participation in management; Tripartite and bipartite bodies; Standing order and Grievance procedure; Code of Discipline.

UNIT-III

Industrial Disputes: Conciliation and Board of conciliation; Arbitration: types and evaluation; Adjudication: Three tier System, Model principles for reference of dispute to adjudication.

UNIT-IV

Modern and international Scenario of Industrial relations: Industrial Relations and Technological Change; Industrial Relations and HRD; ILO and Industrial Relations; Legal Framework of Industrial Relations; Industrial Relations systems in India, UK, USA and Japan.

Suggested Readings:

1. Mamoria & Manoria, *Dynamics of Industrial Relations*; Himalaya Publishing House.
2. Niland, J R., *The Future of Industrial Relations*, Sage.
3. Davar; R.S., *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd.
4. Manappa, A., *Industrial Relations*; Tata McGraw Hill Publishing Company Ltd.
5. Dwivedi; R.S., *Managing Human Resources and Industrial Relations*. Galgotia Publishing Company.
6. Srivatava; S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt Ltd.
7. Venkata Ratnam, C.S., *Industrial Relations*; Oxford University Press.
8. Sen, R. *Industrial Relations in India*; Macmillan India Ltd.

Internet Modules:

1. <http://nptel.ac.in/courses>

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Pinoban

HRM-302**HUMAN RESOURCE PLANNING****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this paper is to develop a conceptual as well as a practical understanding of the students regarding human resource planning in organizations.*

UNIT-I

Human Resource Planning: Concept, Objectives, Benefits, Problems; Strategic Human Resource Planning; Job Analysis

UNIT-II

Human Resource Planning Process and Action Plans: Human Resource Demand Forecasting: Assessment and Techniques; Human Resource Supply Forecasting: Assessment and Techniques; Action plans for Recruitment and Selection, Separation, Retention, Training and Redeployment

UNIT-III

Productivity Management and Human Resource Planning: Work Study, Method Study, Work Measurement, Job Design, Work Scheduling

UNIT-IV

Human Resource Planning in Changing Context: Human Resource Information System; Human Resource Accounting and Audit; Structure of Labour Force and Demographic Changes: Problems and Challenges.

Suggested Readings

1. Sekhri, A., Human Resource Planning & Audit, Himalya Publishing House
2. Bhattacharyya D.K., *Human Resource Planning*, Excel Books India.
3. Dessler, G., *Human Resource Management*, Prentice Hall of India
4. Rao, V.S.P., *Human Resource Management*, Excel Books
5. Ashwathappa, K., *Text & Cases in Human Resources Management*, Tata McGraw Hill
6. D'Ceazo, David A. and Robbins, S. P., *Human Resource Management*, John Wiley
7. Gomez-Mejia, Luis R., D. B. Balkin, and. Cardy, R. L. *Managing Human Resources*, Prentice Hall
8. Rothwell, W. J., & Kazanas, H. C., *Planning and Managing Human Resources*, Jaico Publishing House
9. Stevenson, W., *Operations Management*, McGraw Hill

Internet Modules:

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Pradum
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HRM-304 MANAGING INTERPERSONAL AND GROUP PROCESSES**Time Allowed: 3 Hours****M.M:70**

Objective: *The purpose of this course is to advance understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.*

Course Contents:**UNIT-I**

Group dynamics: types of groups, group properties, roles, norms, status and size, stages of group development and change; Group cohesiveness: factors contributing to group cohesiveness, Influence processes- power and politics in groups.

UNIT-II

Interpersonal communication: Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- Transactional Analysis; Interpersonal trust; Competition and cooperation.

UNIT-III

Group decision making: The Vroom Yetton Model, Techniques of group decision making, Advantages and disadvantages of group decision making; Group synergy; Team building.

UNIT-IV

Inter-group relation and conflict: nature and types of conflicts, causes of conflicts and remedial measures of group conflicts, Role of Negotiation in group conflicts; distributive and integrative negotiation, third party negotiation; Fundamental interpersonal relations orientation (FIRO-B).

Suggested Readings:

1. Chandan, J S, Organizational Behaviour, Vikas Publication.
2. Kolb, D., *Organizational Behaviour: Practical Readings for Management*, Englewood Cliffs, Prentice Hall Inc.
3. Mainiero, L A & Tromley C L., *Developing Managerial Skills in OB*, Prentice Hall of India,
4. Moore, M D., *Inside Organizations: Understanding the Human Dimensions*, Sage.

Internet Modules:

1. <http://nptel.ac.in/courses>

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P. S. Srinivasan

N. Srinivasan



HRM-306**LEADERSHIP DYNAMICS****Time Allowed: 3 Hours****M.M:70**

Objective: *The purpose of this course is to enhance the leadership skills of students and to develop insight into interpersonal dynamics through sensitivity training and experience based methods of learning.*

Course Contents:**UNIT-I**

Leadership Dynamics: Concept, Leadership and Management, Leadership and Power, Successful Leadership versus Effective Leadership.

UNIT-II

Leadership Approaches: Trait Approach, Skills Approach, Behavioral Approach, Situational Approach, Contingency Approach, Path Goal Approach.

UNIT-III

Leadership Styles: Autocratic, Democratic, Participative, Supportive, Free- rein; Comparative Analysis of Leadership Styles, Building Effective Leadership Styles, Leadership Styles of Famous Personalities in general perspective and in managerial perspective.

UNIT-IV

Contemporary Issues in Leadership: Charismatic Leadership, Women Leadership, Multicultural Leadership, Team Leadership, Ethics in Leadership, Servant Leadership, Transactional and Transformational leadership.

Suggesting Readings:

1. Northouse, G. P., *Leadership: Theory and Practice*, Sage Publications.
2. Yukl, G., *Leadership in Organizations*, Pearson.
3. Hersey, P., Blanchard, K.H. and Johnson, D.E., *Management of Organisational Behaviour*, PHI.
4. Daft, L. R., *The Leadership Experience*, Cengage Learning.
5. Haldar, U. K., *Leadership and Team Building*, Oxford University Press.
6. Tripathi, D. K., *Team Building and Leadership*, Himalaya Publishing House.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

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HRM-308

TRAINING AND DEVELOPMENT**Time Allowed: 3 Hours****M.M:70**

Objective: *The purpose of this paper is to provide an in-depth understanding of the role of training in organizations and to enable the course students to manage the training systems and processes.*

Course Contents:**UNIT-I**

Introduction to Training and Development: Concept, Objectives, Types, Importance, Role of Training and Development in HRD, Role, Responsibilities and Challenges of Training Manager, Strategic Training; Overview of Training Process.

UNIT-II

Assessment: Training Needs Assessment- Organizational analysis, Person analysis, Task analysis; Objectives Setting; Learning: Theories and Program Design, Principles of Adult Learning.

UNIT-III

Implementation: Traditional and Modern Training Methods; Role of Technology in Training; Training Aids; Training Climate.

UNIT-IV

Evaluation: Concept, Process of Evaluation, Evaluation designs, Training Effectiveness, Transfer of Training; Future of Training and Development.

Suggested Readings:

1. Noe, R. A., *Employee Training and Development*, McGraw Hill
2. Blanchard, P. N., Thacker, J.W. and Ram, V.A., *Effective Training: Systems, Strategies and Practices*, Allyn and Bacon
3. Beebe, S.A., Mottet, T. P. & Roach, K. D., *Training and Development: Enhancing Communication and Leadership Skills*, Allyn and Bacon, 2004.
4. Dessler, G., *Human Resource Management*, Prentice Hall of India
5. Rao, V.S.P., *Human Resource Management*, Excel Books
6. Buckley, R. & Caple, J., *The Theory & Practice of Training*, Kogan Page.
7. Lynton, R. & Pareek, U., *Training for Development*, Sage Publications.

Internet Modules:

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FOURTH SEMESTER

HRM-402**HUMAN RESOURCE DEVELOPMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The purpose of this course is to facilitate an understanding of the concept, framework and applications of HRD. This course is intended to make students capable of applying the principles and techniques for developing human resources in an organization.*

Course Contents:**UNIT-I**

Foundations of Human Resource Development (HRD): Evolution, Concept, Goals, Benefits, Functions; Roles and Competencies of HRD professionals; Influence of HRD on Employee Behaviour; HRD and Learning; Challenges in HRD.

UNIT-II

Framework for HRD: Assessing HRD needs, Designing and developing effective HRD programs, Implementing HRD programs, Evaluating effectiveness of HRD Programs: Purpose, Models and Framework of Evaluation, HRD Audit, Ethical Issues in Evaluation; HRD Climate and Culture, HRD strategy

UNIT-III

HRD Applications: Coaching and Mentoring, Socialisation and Orientation, Training and Development, Career management and development, Potential appraisal and development, Succession Planning, Employee counseling, Competency mapping, Organisation Development and Change, People Capability Maturity Model (PCMM), Quality of Work Life.

UNIT-IV

Contemporary Issues in HRD: HRD and Diversity-HRD programs for culturally diverse employees, Adapting to Labour Market Changes, HRD practices in Indian and International organizations.

Suggested Readings:

1. Desimone, Werner, Human Resource Development, Cengage Learning.
2. Haldar, U. K., *Human Resource Development*, Oxford Publications
3. Krishnaveni, R., *Human Resource Development*, Excel Books.
4. Wilson, J.P., *Human Resource Development*, Kogan page.
5. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
6. Rao, T.V., *Human Resource Development*, Experiences, Interventions, Strategies, SAGE Publications.
7. Mankin, D., *Human resource development*, Oxford University Press India.
8. Curtis, B., Hefley, W. E., Miller, S. A., *The People Capability Maturity Model: Guidelines for Improving Workforce*, Pearson Education.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

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HRM-404 ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES**Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.*

Course Contents:**UNIT-I**

Organizational Change: The domain of change, concept, Change Agents, Strategic management of change; Managerial approaches for implementing change; Models of Organizational Change, Kurt Lewin's Models of Change, Huse's 7 stages model of change

UNIT-II

Change Management: Understanding the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies and Develop Learning Organization. Organizational Diagnosis- Meaning & Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

UNIT-III

Organizational Development: An overview, Steps in OD process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions- Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development Interventions

UNIT-IV

Organizational Culture & Change; Corporate Culture, Types of Culture, Importance, Nature, Formal & Informal Components of Organizational Culture, Designing for Cultural Change; Organizational Culture & Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

Suggested Readings:

1. French, W. H. and Bell, *Organization Development*, Prentice Hall of India.
2. French, W. H., *Organization Development Theory, Practice and Research*, Prentice Hall of India.
3. Singh, K., *Organization Change and Development*, Excel Books
4. Huse, F. E. and Cummings, T. G., *Organization Development and Change*, West.
5. De Nitish, *Alternative Designs of Human Organizations*, Sage.
6. Harvey, D.F. and Brown, D.R., *An Experiential Approach to Organization Development*, Prentice Hall Inc.

Internet Modules:

1. <http://nptel.ac.in/courses>

Note:

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Praveen
Sanjay

FINANCE AREA

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THIRD SEMESTER

FM-301

RISK MANAGEMENT AND INSURANCE**Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to impart knowledge to students regarding the techniques of measurement and control of risk.*

Course Contents:**UNIT-I**

Introduction to risk management: The Concept of Risk, Risk v/s Uncertainty, Different types of risk: Credit Risk, asset liability gap risk, interest rate risk, market risk, currency risk, due-diligence risk, systematic and unsystematic risk; Risk Management: meaning, process and policies;

UNIT-II

Measurement and Control of Risk: Identifying Measures and Controlling Risk – Statistical Method, Fixation of limits: open position/deal size/individual dealers/ stop loss limits. Margins: value at risk margin, extreme loss margin, mark to market margin

UNIT-III

Introduction to insurance; the evolution and growth of Life Insurance nature and scope of insurance, various types of insurance; Principles of insurance; leading Insurance companies in India

UNIT-IV

Types of Life Insurance Policies: Term Life Insurance, Whole Life insurance, Endowment Life Insurance, Unit Linked Policies with or without Profit Policies; Customer Evaluation; Policy Evaluation; Cost and Benefit: Group and Pension Insurance Policies; non life insurance policies: an overview. Financial derivatives: A tool of non-insurable risk management

Suggested Readings:

1. Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, Inc.
2. Rejda, G.E. & McNamara, J.M., *Principle of Risk Management & Insurance*, Parson
3. A. Suryanarayana, *Risk Management Models: A Primer*, ICFAI Reader.
4. Marshall John F. & Bansal, V. K., *Financial Engineering*, PHI Learning.
5. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Learning
6. Karam Pal, Bodla & Garg, M.C., *Insurance Management*, Deep & deep Publications, New Delhi

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

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FM-302**SECURITY ANALYSIS****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis.*

Course Contents:**UNIT-I**

The Investment Environment - Meaning and objective of investment, investment vs. gambling and speculation, investment alternatives, investment process, concept of return and risk.

UNIT-II

Security Analysis – Fundamental analysis: economic analysis, industry analysis and company analysis. Technical analysis: assumptions Dow theory, chart patterns, moving averages and market indicators. Efficient market theory: weak form hypothesis, semi-strong form hypothesis and strong form hypothesis.

UNIT-III

Fixed Income Securities - Bond fundamentals: bond characteristics, pricing and yields. Valuation of fixed income and variable income securities.

UNIT-IV

Indian Security Market - New issue market, secondary market: SEBI, NSE, BSE and market indices. Recent trends in Indian and international stock markets, exposure to leading business web portals like www.moneycontrol.com, www.bloomberg.com etc.

Suggested Readings:

1. Reilly, Frank K. And Brown, Keith C., *Investment Analysis and Portfolio Management*, South-Western Cengage Learning India Pvt. Ltd.
2. Bodie, Z., Kane, A. and Marcus, A., *Investments*, McGraw-Hill.
3. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
4. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
5. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
6. Alexander, Gordon J. and Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning.
7. Machiraju, H. R., *Indian Financial System*, Vikas Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Priyanka
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FM-303**PROJECT MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning, finance, appraisal and management in the review of the projects undertaken.*

Course Contents:**UNIT-I**

Project Analysis: Meaning, Overview, Capital Budgeting and Strategic Issues, Generation and Screening of Project Ideas.

UNIT-II

Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice.

UNIT-III

Social Cost and Benefit Analysis: UNIDO approach and L-M Approach; Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India.

UNIT-IV

Project Management: Project Planning and Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

Suggested Readings:

1. Chandra, Prasanna, *Projects: Preparation, Appraisal, Budgeting and Implementation*, Tata McGraw Hill.
2. Dhankar, Raj S., *Financial Management of Public Sector Undertakings*, Westville.
3. Little I.M.D. and J.A. Mirrlees, *Project Appraisal and Planning for Developing Countries*, Hienemann Educational Book.
4. OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
5. Planning Commission, *Guidelines for Preparation of Feasibility reports of Industrial Projects*, Controller of Publication.
6. UNIDO Guide to Practical Project Appraisal, United Nations.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

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Prasanna

FM -304 MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS**Time Allowed: 3Hours****M.M:70**

Objective: *The objective of this course is to analyze the major concepts, theories and principles of banking and financial institutions in logical and critical manner.*

Course Contents:**UNIT 1**

Indian Financial System: Introduction, Evolution and growth of banking system in India, Bank Market structure in India, Banking sector reforms (The Narsimham Committee and The RaghuRam Rajan Committee), Recent Innovations and development in Indian Banking.

UNIT II

Management of Commercial Banks in India: **Functions of Bank**, Sources of Bank Funds, Credit Management-Cardinal principles of sound bank lending, Formulating loan policy, Factors influencing loan policy; Investment Management-Nature and significance of investment management in commercial banks, Fundamental principles of security investment by commercial bank.

UNIT III

Capital Adequacy in Indian Banks: Functions of capital funds in commercial banks, Capital adequacy –Basel III norms on capital adequacy in Indian commercial banks; Concept of ALM : Objectives, Functions, Process, Measurement and Management of Risks, Concept of NPAs.

UNIT IV

Management of Financial Institutions: Financial Institutions, their role in economic development, challenges and opportunities; NABARD, IFCI, SIDBI, NHB– Introduction and their operational policies; Role of RBI; Insurance Industry in India, Mutual Funds, Micro Finance Institutions (MFIs); Current issues and future challenges in Management of Banks and financial Institutions.

Suggested Readings:

1. Srivastava, R.M. & Nigam, D., *Management of Indian Financial Institutions*, Himalaya Publishing House.
2. Khan, M. Y. *Indian Financial System*, Tata McGraw Hill.
3. Suresh, P. & Paul, J., *Management of Banking and Financial Services*, Pearson
4. Singh, S.P.N., *Management of Banking and Financial Institutions*, Centrum Press
5. *Principles & Practices of Banking by Indian Institute of Banking and Finance*, Macmillan Publications

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

P. K. S. S.
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FM-306**PUBLIC FINANCE****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to analyze the major concepts, theories of public finance in logical and critical manner.*

Course Contents:**UNIT-I**

Nature and Scope of Public Finance. Principle of maximum social advantage. Public revenue- General considerations: Division of tax burden and incidence of taxes, Classification and choice of taxes and effect of taxation. Indian taxation system and its key issues.

UNIT-II

Public Debt and some issues in debt management; Public expenditure- General considerations and effect of public expenditure; Public budget- budget classification, Performance and Programme budgeting system (PPBS) and Zero base budgeting ; Balance budget and fiscal policy. Comments on recent central Government budget

UNIT-III

Introduction to Indian Public Financial System – Historical background, Financial Federalism under Constitution; Indian Federal finance- Recommendations of latest finance commission of India; Public debt in India-Central and states Government debt.

UNIT-IV

Government of India Finances: expenditure trends expenditure policy, control of public expenditure in India, Suggestions for reforming the budget, trends in receipts. Railway finances, public sector in India and its Financial Autonomy and Accountability of Public sector, states finances and local finances. Investment policy of public sector in India: Financial, economic and social appraisal. Financial control; Legislative and Executive Accounting and Auditing System in India, Role of Comptroller and Auditor General (CAG), Contemporary Issues in Government Finances.

Suggested Readings:

1. Musgrave, R.A., and P. B. Musgrave, *Public Finance in Theory and Practice*, Tata McGraw Hill.
2. Harvey S. Rosen, Ted Gayer, *Public Finance*, McGraw Hill
3. Tayagi, B.P., *Public Finance*, S. Chand & Co.
4. Lekhi, R.K., *Public Finance*, Kalyani Publishers.
5. Mithani, D.M., *Public Finance and International Trade*, Himalaya Publications.

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

P. Indran

FOURTH SEMESTER

FM-404 INTERNATIONAL FINANCIAL MANAGEMENT**Time Allowed: 3 Hours****M.M:70**

Objective: *This course is designed to provide an understanding of international financial products, financial markets, and institutional structures necessary to be effective financial managers in modern corporations. Upon successful completion of this paper, Students should expect to learn the nature and purposes of financial management in the international context under the new financial order evolving higher degree of vulnerability in a highly borderless financial world. .*

Course Contents:**UNIT-I**

International financial Environment- Importance, rewards & risk of international finance Goals of MNCs; Globalization & Multinational firm: finance functions in MNCs, structure of international financial Market; Cost and availability of international financial flows; Corporate Governance around the World; International monetary system

UNIT-II

The markets for foreign exchange (case study: St. Bury Herbal products Ltd)
Futures and options on foreign exchange
Management of Transaction & Economic exposure (case Study: Airbus Dollar exposure);
Management of translation exposure.

UNIT-III

International Banking & Money market; forward rate Agreements (FRAs) International bond markets; International equity markets and Instruments: ADR, GDR, ECBs etc.

UNIT-IV

Interest rates and currency swaps, FDI and cross-border acquisitions

Suggested Readings:

1. Aliber, R.Z., *Exchange Risk and Corporate International Finance*, Macmillan.
2. Apte P G, *International Financial Management*.
3. *International Financial Management* - Eun & Resnick, 4/e, Tata McGraw Hill.
4. Luca Cornelius, *Trading in the Global Currency Markets*, Prentice Hall.
5. Shapiro, A.C., *International Financial Management*.
6. Utton, W.H., *Trading in Currency Options*, New York Institute of Finance.
7. Eiteman, Moffett and Stonehill, *Multinational Business finance*.

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FM-406

FINANCIAL AND COMMODITY DERIVATIVES**Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.*

Course Contents:**UNIT-I**

Financial Derivatives – Meaning, types, uses and factors driving the growth of derivatives. Forward Contracts v/s Future Contracts. Types of Traders: Futures Markets and the use of Futures for Hedging.

UNIT-II

Future Payoffs: long futures and short futures. Pricing stock futures: with dividend and without dividend. Application of futures: Hedging, speculation and arbitrage. Currency Futures: Meaning, uses and contract details. Interest Rate Futures: Meaning, uses and contract details.

UNIT-III

Stock Options: meaning, types and uses. General factors affecting stock option price. Black-Scholes Option Model and Binomial model. Option based investment strategies-bullish, bearish, straddle, strangle and butterfly, Swaps: meaning & uses, currency swap & interest rate swap

UNIT-IV

Introduction to Commodity Derivatives: meaning, uses, Cereals, metals and energy products. History and Contemporary issues of Indian derivative market

Suggested Readings:

1. Brennet, M., *Option Pricing: Theory & Applications*. Toronto, Lexington Books.
2. Cox, John C and Rubinstein, *Mark Options Markets*. Englewood Cliffs, Prentice Hall Inc.
3. Huang. Stanley S C and Randall, Maury R., *Investment Analysis and Management*, Allyn and Bacon.
4. Hull. John C. *Options, Futures and Other Derivative Securities*, PHI.
5. Sharpe. William F. et al., *Investment*, Prentice Hall of India.

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MARKETING AREA

THIRD SEMESTER

MM-301**CONSUMER BEHAVIOUR****Time Allowed: 3 Hours****M.M:70**

Objective: *The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.*

UNIT – I

Consumer Behaviour- Introduction to consumer behaviour; Its Roots in Various Disciplines, Interrelationship between Consumer Behaviour and Marketing Strategy, Consumer Research; Process, Research Methods & Tools, Types and its Relevance.

UNIT – II

Consumer as an Individual -Consumer Needs and Motivation; Goals, Dynamics of Motivation, Measurement of Motives, Personality and Consumer Behaviour; Nature, Theories of Personality and Self Concept, Consumer Perception and Information Processing; Dynamics of Perception, Consumer Imagery, and Perceived Risk, Learning & Consumer Involvement; Meaning, Behavioural & Cognitive Learning Theories and application to marketing, Consumer Attitude; Meaning, Attitude Formation & Change, Relationship in Behaviour & Attitude Formation, and Structural Models.

UNIT – III

Group Dynamics and Consumer Behaviour - Reference Groups; Meaning, Types, Affects, Relevance and Applications, The Family; Functions, Decision Making and Family Life Cycle, Social Class; Meaning, Types of Status, Lifestyle Profiles and Mobility in Social Classes, Measurements, Influence of Culture; Characteristics, Measurements & Core Values of Culture, Sub Cultural Aspects on Consumer' Mind Set; Meaning, Types & Understanding of Multiple Sub cultural Membership Interaction & Influence.

UNIT – IV

Consumer Decision Making Process- Personal Influence and the Opinion Leadership; Meaning and Dynamics of Opinion Leadership Process, Measurement of Opinion Leadership, Diffusion of Innovations; Process of Diffusion & Adoption, Profile of Consumer Innovator, Consumer Decision Making; Meaning of Decision, Levels of Decision Making. Consumer Behaviour Models, Current trends and ethical issues in Consumer Behavioural Studies.

Suggested Readings:

1. Assael, H., *Consumer Behaviour and Marketing Action*, Asian Books Private Limited, New Delhi.
2. Engel, J. F., Kollat, D.T., Roger D. Blackwell, R.D. *Consumer Behaviour*, Holt McDougal.
3. Hawkins, D., Mothersbaugh D., *Consumer Behavior: Building Marketing Strategy*, McGraw-Hill Education.
4. Schiffman, L. and Kanuk, L., *Consumer Behavior*, Prentice Hall.
5. Schiffman, L., & Wisenblit, J., *Consumer Behaviour*, Prentice Hall PTR.
6. Loudon, *Consumer Behavior: Concepts and Applications*, Tata McGraw-Hill Education Private Limited, Noida, Uttar Pradesh, India.

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MM-302**MARKETING RESEARCH****Time Allowed: 3 Hours****M.M:70**

Objective: *The purpose of this course is to enable students to learn the process, tools and techniques of marketing research.*

UNIT-I

Introduction to Marketing Research: Importance, Nature and Scope of Marketing Research, Types of Marketing Research; Introduction to Marketing Research Industry; Marketing Intelligence: Marketing Information Systems, Decision Support Systems

UNIT-II

Marketing Research Process: Problem Identification and Definition; Research Designs; Exploratory: Qualitative Research; Descriptive: Survey and Observation; Data Collection: Primary and Secondary Data; Questionnaire Design.

UNIT-III

Attitude Measurement and Scaling Techniques - Introduction to Measurement Scales, Sampling Plan: Universe, Sample Frame and Sampling Unit, Sampling Techniques, Sampling and Non-sampling errors, Sample size determination.

UNIT-IV

Data Analysis: Univariate, Bivariate and Multivariate Data Analysis; Report Writing; Market Research Applications: Product Research, Advertising Research, Sales and Market Research; International Marketing Research.

Suggested Readings

1. Malhotra N., K. & Dash S., *Marketing Research: An Applied Orientation*, Pearson.
2. Churchill, Lacobucci & Israel, *Marketing Research: A South Asian Perspective*, Cengage Learning
3. Donald S. Tull & Del I. Hawkins, *Marketing Research: Measurement and Method*, Prentice Hall.
4. Boyd. H.W. , Westfall, R., & Starsh, S.F., *Marketing Research: Text and Cases*, Richard D. Irwin, Boston
5. Chisnall, P. M., *The Essence of Marketing Research*, Prentice Hall, New Delhi.
6. Churchill, Gilbert A., *Basic Marketing Research*, Dryden Press, Boston.
7. Beri, G.,C., *Marketing Research*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

Prakash *Prakash*

MM-304**SALES AND DISTRIBUTION MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution Management.*

Course Contents:**UNIT-I**

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

UNIT-II

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Sales-force: Recruitment, selection, training, compensation, motivating and leading the sales-force; Sales meetings and contests.

UNIT-III

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales force performance; Ethical issues in sales management.

UNIT-IV

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behavior and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

Suggested Readings:

1. Still, Cundiff, Govoni , *Sales Management: Decisions, Strategies & Case*,– Prentice Hall, India.
2. Anderson R, *Professional Sales Management*, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, *Management of a Sales Force*, McGraw-Hill Irwin, Boston.
4. Dalrymple, Douglas J., and William L., *Sales Management: Concepts and Cases*, New York, NY: John Wiley and Sons.
5. Panda, T. K., Sahadev , S., *Sales And Distribution Management*, Oxford Publishing, India
6. Hughes, G. David, Daryl McKee, Charles H. Singler, *Sales Management: A Career Path Approach*, Cincinnati, OH: South-Western College Publishing
7. Peppers, D. & Rogers, M., *'The short way to long-term relationships'*. *Sales and Marketing Management*

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

MM-306

MARKETING OF SERVICES

Time Allowed: 3 Hours**M.M:70**

Objective: *The aim of this paper is to explicate the cutting edge service concepts to the students through bridging the gaps between theory and real world by incorporating practical management applications.*

Course Contents:**UNIT I**

Introduction to Services: Service and Technology, Goods versus Services, Service Marketing Mix, Gap model of Services, important service industries-Hospitality and Tourism, Transportation, Telecom, Banking and Insurance, Education and Entertainment, Healthcare. Service classification and challenges in Service Business.

UNIT II

Focus on the Customer: Consumer behaviour in Services, Customer Expectation of Services, and Customer perception of services. Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies.

UNIT III

Aligning Service design and standards: Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of servicescape, Strategic roles of servicescape

UNIT IV

Delivering and performing services: Employees role in service delivery, Customers role in service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

Suggested Readings

1. Zeithaml, V., Bitner, M.J., Gremler, D.D. & Pandit, A., *Service Marketing*. McGraw Hill.
2. Lovelock, C., Wirtz, J. & Chatterjee, J., *Services Marketing*. Pearson Education.
3. Srinivasan, *Service marketing: Indian Context*, PHI
4. Swartz, T., Iqobucci, D., *Handbook of Service Marketing and Management*, Sage Publication

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

Prudhvi
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MM-307

PRODUCT AND BRAND MANAGEMENT**Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to impart in depth knowledge to the students regarding the theory and practices of brand management.*

UNIT-I

Branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, major branding decisions: selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding, importance of branding

UNIT II

Branding challenges and opportunities, concept of brand equity, sources and benefits of brand equity, customer based Brand equity, designing marketing programme to built brand equity, measurement of brand equity, Strategic brand management process, concept of Brand positioning and repositioning, Identifying and establishing brand positioning and values.

UNIT III

Planning and implementing brand marketing programmes, designing marketing programs, measuring and interpreting brand performance, Legal aspects of Branding, Copyright, Trademarks and IPR, designing and implementing branding strategies; Brand building and communication, E- Branding, handling brand name changes

UNIT IV

New products and brand extension, evaluating brand extension opportunities, reinforcing brands, revitalising brands, managing brands over geographic boundaries and market segments, rationale for going international, global marketing programs- advantage and disadvantage, standardisation versus customisation, global brand strategy. Branding in rural marketing, branding in specific sectors: retail, industrial, service brands

Suggested Readings:

1. Kavin lane Keller, *Strategic Brand Management*, Pearson Education.
2. David A Aaker, *Managing Brand Equity*, New York, Free Press.
3. Don Cowley, *Understanding brands*, Kogan page
4. J.N. Kapferer, *Strategic Brand Management*, Free Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

FOURTH SEMESTER

MM- 401**GLOBAL MARKETING****Time Allowed: 3 Hours****M.M:70**

Objective: *The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of global marketing.*

UNIT-I

Global Marketing- Introduction, Drivers towards globalization, Global marketing objectives; Initial modes of entry; Process of international marketing. Culture and Global Marketing- Cultures across countries, Culture and negotiations.

UNIT -II

Country Attractiveness- Environmental research, Entry evaluation procedure, Country data sources, Forecasting country sales and market share. Local Marketing- Understanding local customers, Local marketing in mature markets and growth markets.

UNIT-III

Global Segmentation and Positioning- Global market segment, Targeting segments, Global product positioning. Global products- Standardization versus Adaptation, Developing new global products, Global brand management.

UNIT-IV

Global Pricing- Pricing policy and strategy, Transfer pricing, Counter trade. Global Distribution- Local channels, Wholesaling and retailing, Global logistics, Effects of parallel distribution. Global Advertising and Promotion- Global advertising decision, Elements of global advertising, Global sales promotion; E-commerce as a tool of global marketing.

Suggested Readings:

1. Warren, J. Keegan, *Global Marketing Management*, Pearson Edu/PHI, New Delhi
2. Johansson Johny, *Global Marketing: Foreign Entry, Local Marketing and Global Management*, McGraw Hill.
3. Sak Onkvisit and John Shaw, *International Marketing (analysis and Strategy)*, PHI.
4. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.
5. Vern Terpestra and Ravi Sarathy, *International Marketing*, Thomson
6. R. L. Varshney and B. Bhattacharya, *International Marketing*, Sultan Chand Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

MM-403**RURAL MARKETING****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to analyze the major concepts of rural and agricultural marketing in coherent and critical manner.*

UNIT-I

Features, Significance, Scope and Limitations of rural markets in India; Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Classification of products and services in Rural marketing, rural demand and problems in rural marketing,

UNIT-II

Agriculture Marketing –Definition, Scope, Concept and Objectives; Differences in Agricultural and Consumer Marketing; Constraints in Agricultural marketing; Role of Agriculture in Economic Development of India; Role of Government in Agricultural Development; Agribusiness; Export potential for farm products -Supporting Services.

UNIT-III

Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, Trends in Agri Marketing. Supply Chain Management in Agri Business i.e. Cold Chains, Organized procurement & warehousing.

UNIT- IV

Marketing Mix for rural products; Role of financial institutions in rural marketing. Rural marketing strategies: Different models and case studies of corporate vis Tata Kisan Seva Kendra, Commodity market functioning etc. Innovative distribution Channels like ITC E-Choupal, Godrej Adhar, HUL Shakti.

Suggested Readings:

1. Acharya S. S. and Agarwal N. L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co.
2. Dr. Subhash Bhave, *Agribusiness Management in India* –Text & Cases.
3. Arora, R C., *Integrated Rural Development*, Scharnd.
4. Desao. Vassal. *Rural Development*, Himalaya Publishing House
5. Mishar, S. N., *Politics and Society in Rural India*, Inter India.
6. Porter, Michael, E. *Competitive Strategy*, Free Press.
7. T.P Gopaldaswamy, *Rural marketing- Environment, problems and strategies*
- 8.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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INTERNATIONAL BUSINESS AREA

THIRD SEMESTER

IB-302 EXPORT-IMPORT PROCEDURES AND DOCUMENTATION**Time Allowed: 3 Hours****M.M:70**

Objective: *The aim of the course is to acquaint the students with the export-import procedures and documentation*

Course Contents:**UNIT I**

Export Preliminaries, Documentation in international trade: Aligned Documentation System (ADS); Commercial documents, Regulatory documents, Documents related to goods, shipment, payment, inspection and legal regulated documents, Official machinery for consultation.

UNIT II

Export contract: Distinction between domestic sales contract and export sales contract, Major laws for export contracts, Elements in export contracts, Dispute settlement, Role of ICC; INCOTERMS, Containerization.

UNIT III

Export order processing; shipping and custom clearance of export and import cargo; central excise clearance; Role of clearing and forwarding agents. Types of risks in international trade, Cargo Insurance and claim Procedures

UNIT IV

Methods of payment in international trade; documentary collection of export bills, UCPDC guideline, Instruments of payments, Pre-shipment and post-shipment finance, Negotiation of documents with banks, Main Provisions of FEMA; Procedure and documentation for availing export incentives.

Suggested Readings:

1. C. Rama Gopal, *Export Import Procedures, Documentation and Logistics*, New Age International Publishers, New Delhi.
2. M. D. Jitendra, *Export Procedures and Documentation*, Rajat Publications.
3. Pervin Wadia, *Export Markets and Foreign Trade Management*, Manishka Publications.
4. Paras Ram, *Export: What, Where and How*, Anupam, Publications.
5. *Government of India, Handbook of Import - Export Procedures*.
6. *Nabhi's Exporters Manual and Documentation*.
7. *Nabhi's New Import-Export Policy Procedures*

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

IB-303**INDIA'S FOREIGN TRADE AND POLICY****Time Allowed: 3 Hours****M.M:70**

Objective: *To acquaint the students with recent trends in India's foreign trade management and policy related issues in the global context.*

Course Contents:**UNIT - I**

India's Foreign Trade Recent Trends, and Directional Pattern in the Global Context, objectives of foreign trade policy, Structure and Equilibrium of India's Balance of Payments, major exports and imports, prohibited and restricted items.

UNIT - II

Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes : duty free import authorisation scheme (DFIA), deemed exports.

UNIT - III

Role of State Trading Organizations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, Role of WTO in India's foreign trade policy.

UNIT - IV

Special Economic Zones, Agriculture Export Zones, Export Oriented Units electronics hardware technology parks (EHTPS), software technology parks (STPS) scheme and bio-technology parks (BTPS), Ministry of Commerce, organisation and Role of DGFT in India's trade policy.

Suggested Readings:

1. Foreign trade policy [1st April, 2015 – 31st March, 2020]
2. Datt, Ruddar and Sundaram, K.P.M., *Indian Economy*, S.Chand & Co. New Delhi.
3. Mishra and Puri, *Indian economy*, Himalaya Publishing House.
4. *Export-Import Policy*, Nabhi Publications.
5. Paras Ram, *Export, What, Where & How*, Anupam Publications.
6. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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IB-304**GLOBAL MARKETING****Time Allowed: 3 Hours****M.M:70**

Objective: *The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of global marketing.*

UNIT-I

Global Marketing- Introduction, Drivers towards globalization, Global marketing objectives; Initial modes of entry; Process of international marketing. Culture and Global Marketing- Cultures across countries, Culture and negotiations.

UNIT -II

Country Attractiveness- Environmental research, Entry evaluation procedure, Country data sources, Forecasting country sales and market share. Local Marketing- Understanding local customers, Local marketing in mature markets and growth markets.

UNIT-III

Global Segmentation and Positioning- Global market segment, Targeting segments, Global product positioning. Global products- Standardization versus Adaptation, Developing new global products, Global brand management.

UNIT-IV

Global Pricing- Pricing policy and strategy, Transfer pricing, Counter trade. Global Distribution- Local channels, Wholesaling and retailing, Global logistics, Effects of parallel distribution. Global Advertising and Promotion- Global advertising decision, Elements of global advertising, Global sales promotion; E-commerce as a tool of global marketing.

Suggested Readings:

1. Warren, J. Keegan, *Global Marketing Management*, Pearson Edu/PHI, New Delhi
2. Johansson Johnny, *Global Marketing: Foreign Entry, Local Marketing and Global Management*, McGraw Hill.
3. Sak Onkvisit and John Shaw, *International Marketing (analysis and Strategy)*, PHI.
4. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.
5. Vern Terpestra and Ravi Sarathy, *International Marketing*, Thomson
6. R. L. Varshney and B. Bhattacharya, *International Marketing*, Sultan Chand Publications.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

IB-305**INTERNATIONAL LOGISTICS****Time Allowed: 3 Hours****M.M:70**

Objective: *This course exposes students to the fundamentals of logistics as applied to international business.*

Course Contents:**UNIT – I**

Logistics: Concept, objectives and scope; logistics interface with marketing; Logistics System elements, Relevance of International logistics, logistics as a strategic resource, Principles for logistics excellence.

UNIT II

General Structure of Shipping Industry: Characteristics, liner and tramp operations; Liner conferences; Freight structure and practices; chartering principles; UN convention on shipping.

UNIT III

Developments in Ocean Transportation: Containerization: Inland container depots; Multi-modal transportation and CONCOR; Highlights of the Multi-modal Transport of Goods Act 1993, Role of intermediaries including freight forwarders, Shipping agents, freight brokers and Stevedores.

UNIT IV

Port organization and management: Responsibilities of Port Trust: Major ports of India; International Maritime Organization (IMO), INCOTERMS, Air Transport Management, Air Cargo Tariff Structure.

Suggested Readings:

1. Annual Reports, INSA.
2. Annual Reports, CONCOR.
3. Bowersox, Dhohld J. and Closs David J., *Logistical Management*, Tata McGraw-Hill
4. Coyle, Bard and Langley, *The management of Business Logistics*, Thomson.
5. Pierre Davd, *International Logistics*, Biztantra.
6. Bloomberg David J., Stephan Lemay & Joe B. Hanna., *Logistic*, PHI.
7. Shipping Documents and Reports, UNCTAD.
8. Krishnaveni, M., *Logistice Management and World Seaborne Trade*, Himalaya Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

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IB-307**RISK MANAGEMENT IN INTERNATIONAL BUSINESS****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of the course is to introduce state of the art tools and necessary for planning, executing and maintain risk management risk management in today's environment*

Course Contents:**UNIT-I**

The concept of risk, Benefit of risk management, Country risk analysis, Cultural diversity and Multi National Corporations.

UNIT-II

Financial risk management, Management of credit risk, Political risk and its management. Foreign Exchange Risk Management

UNIT-III

Risk management through derivative: Swaps Forwards, Futures, Options, Option prices models, interest rate derivatives, foreign currency derivatives.

UNIT-IV

Concept of value at risk, Approaches for calculating value at risk, introduction to assets liability management. Organisational and Accounting issues in Risk Management. Case studies in risk management

Suggested Readings:

1. Milind S., *International Financial Management*, John Wiley and Sons.
2. Chance, D.M., *An introduction to Derivatives and Risk Management*, Harcourt College Publishers.
3. Marrison, C, *Fundamentals of Risk management*, TMH Publications.

Milind S. *Chance* *Marrison*

FOURTH SEMESTER

IB-403

INTERNATIONAL FINANCIAL MANAGEMENT**Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.*

Course Contents:**UNIT-I**

Finance function in multinational firm; Institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments.

UNIT-II

International Working Capital Management: Aspects of international cash management; Investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

UNIT-III

International investment factors and benefit; direct portfolio investment; international CAPM; capital budgeting for foreign direct investment; assessing and management political risk.

UNIT-IV

International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing.

Suggested Readings:

1. Maurice D. Levi, *International Finance*, McGraw-Hill.
2. Buckley, *Multinational Finance*, Prentice-Hall of India.
3. Shapro, A.C., *Multinational Financial Management*, Prentice-Hall.
4. Apte, P. G., *International Financial Management*, Tata McGraw-Hill.

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.





IB-404**GLOBAL STRATEGIC MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The course aims at imparting knowledge of Formulation, Implementation and evaluation of Strategies in International Business.*

Course Contents:**UNIT - I**

Introduction: Definition, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy, CSR Strategies.

UNIT - II

Global Strategic Analysis: External macro environment – PEST analysis, Diamond model, Industry environment – Five force model, phases of international product life cycle, Analysis of internal environment – analyzing firm resources and capabilities, global value chains and value systems, comparative analysis.

UNIT - III

Global strategic Development: Managing the internationalization process, international strategic alliances through partnership and cooperation, strategy at subsidiary level, headquarter level strategy.

UNIT - IV

Global strategic Implementation: Global structures and designs, managing change in global context, global management of innovation and knowledge, Global R&D Networks.

Suggested Readings:

1. Dunning, J.H., *Explaining International Production*, Harper Collins.
2. Garpand. J. and Farmer, R. N., *International Permissions of Business Policy and Strategy*, Kent Publishing Co.
3. Ansoff, H. I. *Corporate Strategy*, McGraw Hill.
4. Porter, M. E., *Competitive Strategy*, Free Press.
5. Frynas, J.G. and Mellahi, K., *Global Strategic Management*, Oxford University Press.

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**PRODUCTION AND
OPERATIONS
MANAGEMENT AREA**

THIRD SEMESTER

POM-301**PURCHASE AND MATERIALS MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations: Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase systems: Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.*

Course Contents:**UNIT-I**

Role of Purchasing and Materials Management - Objectives, Organization and Interrelationships, Determination and Description of Material Quantity, MRP and JIT

UNIT-II

Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability

UNIT-III

Cost-Reduction Techniques - Standardization, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Source of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing - Procedures and Documentation.

UNIT-IV

Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics Warehousing Management, Material Handling, disposal of Scrap, Surplus and Obsolete Materials.

Suggested Readings:

1. Ansari A & Murderess B., *JIT Purchasing*, Free Press.
2. Baily P. et al, *Purchasing Principles and Management*. Pitman.
3. Burt, David N., *Proactive Procurement*, Englewood Cliffs, Prentice Hall Inc.
4. Dobler, D W. et al, *Purchasing and Materials Management*,. McGraw Hill.
5. Dutta, A K., *Integrated Materials Management*, PHI Learning.
6. Farrington B and Waters, Derek W., *Managing Purchasing*, Chapman & Hall.
7. Gopalakrishnan P & Sunderashan M., *Handbook of Materials Management*, Prentice Hall of India.

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

POM-302**TOTAL QUALITY MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and other standards and their applicability in design manufacturing quality control and services.*

Course Contents:**UNIT-I**

Introduction to TQM : History, Aims, Objectives, Benefits, Gurus and their principles, TQM process and phases of a typical implementation of TQM; Reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM; Introduction to Tools and Techniques : Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W and is/is-not questions, Why-Why diagrams; Total Quality Control, Quality Assurance : Practices and Techniques, TQM and Management : New Management challenges, trends and contribution of TQM.

UNIT-II

Customer Focus : Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction; Continuous Improvement Process : What is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM's control and improvement process; Designing for Quality : Opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance; Workforce Teams : Team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work; Benchmarking : Definition, importance and benefits, types, basic steps, pitfalls; JIT : Definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT-III

TQM for Marketing Function: Quality in marketing and sales, Factors for excellence; BPR and IT: Business Process Management; Quality Control SQC/SPC: Statistical Process Control; Change Management; Technology and Product Quality: Quality of after Sales Services: Quality measurement in customer service.

UNIT-IV

Organization for Quality : Quality Circles, Self managing teams, Quality Director, Reliability of Quality Characteristics; Quality Leadership : Developing a quality culture, Technology and Culture, Motivation Quality Linked Productivity; Total Employee Involvement : Awareness of quality, Recognition and rewards, Empowerment and self development, Education and training; Cost of Quality : Cost of poor quality, Categories of quality cost, Analysis of quality costs, benefits of costs of quality control; Supporting Technologies : Overview of Supplier Quality Assurance System.

Suggested Readings:

1. Bharat Wakhlu, *Total Quality-Excellence through Organisation wide Transformation* Wheeler Publishing.
2. Bagchit, T.I.P. *ISO, ISO 9000 Concepts, Methods and Implementation*, Wheeler Publishing.
3. Samuel, K.I.O. *TQM Intergrated Approach*, Kogan Page Limited
4. Evans, James R. and Dean, James W., *Total Quality Management, Organisation and Strategy*, Thomson Asian Pvt. Ltd.
5. Besterfield, Dole H. Michna, Carol Besterfield, Besterfield, Glen H Sacre, Marg Bestcrfield, *Total Quality Management*, Pearson Education.

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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POM-303**SUPPLY CHAIN MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *The course is designed to explain basic theory and techniques of Supply Chain Management to examine the issues and problems associated with Supply Chain in changing business environment and to show how Supply Chain can improve an enterprises effectiveness and competitiveness.*

Course Contents:**UNIT-I**

Logistics Management: Origin and Definition – Types of Logistics – Logistics Management – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory

UNIT-II

Types of Inventory Control - Demand Forecasting - Warehousing and Stores Management – Routing - Transportation Management - Some Commercial Aspects in Distribution Management – Codification - Distribution Channel Management - Distribution Resource Planning (DRP) - Logistics in 21st Century

UNIT-III

Supply Chain Management: Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - The Need for Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications

UNIT-IV

Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Inter-relation between Enablers and Levels of Supply Chain Improvement-Systems and Values of Supply Chain

Suggested Readings:

1. Jeremy F. Shapiro, *Modeling the Supply Chain*, Duxbury Thomson Learning.
2. David Simchi Levi, Philip kaminsky, and Edith Simchi Levi., *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*; Irwin McGraw Hill.
3. Sridhar Tayur, Ram Ganeshan & Michael Magazine (editors), *Quantitative Models for Supply Chain Management*, Kluwer Academic Publishers.
4. Handfield R.B. & Nochols, Jr.E.L., *Introduction to Supply Chain Management*, Prentice Hall.
5. BaHu, Renaid H., *Business Logistics Management*, Englewood Cliffs, Prentice Hall Inc.
6. Chrispopher, M., *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*, Pitsman.
7. Coyle, Bardi, Longley, *The management of Business Logistics – A supply Chain Perspective*, Thomson Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1: All questions shall carry equal marks.

POM-304 SERVICE OPERATIONS MANAGEMENT**Time Allowed: 3 Hours****M.M:70**

Objective: *The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.*

Course Contents:**UNIT-I**

Matrix of Service Characteristics: Challenges in Operations Management of Services: Aggregate Capacity Planning for Services; Facility Location and layout for Services

UNIT-II

Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement;

UNIT-III

Measurement and Control of Quality of Services; Dynamics of Service Deliver) System; Scheduling for Services Personnel and Vehicles; Waiting - Line analysis;

UNIT-IV

Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services: Case Studies on Professional Services.

Suggested Readings:

1. Bowman David E. et al., *Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing*, Jossey Bass.
2. Collier David A., *Service Management Operating Decisions*. Englewood Cliffs, Prentice Hall Inc.
3. Fitzsimmons, James A and Sullivan, Robert S., *Service Operations Management...* McGraw Hill.
4. Heskett, James L. et al., *Service Breakthroughs - Changing the Rules of the Game*, Free Press.
5. Murdiek, R G. et al., *Service Operations Management*, Allyn and Bacon.
6. Sharma, J K., *Service Operations Management*, Anmol Publications.
7. Voss, C. et al., *Operations Management in Service Industries and the Public Sector*, Chichester, Wiley.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

POM-305

TECHNOLOGY MANAGEMENT

Time Allowed: 3Hours**M.M:70**

Objectives: *The course focuses on different matters of significance related to Technology Management. It aims to make students understand various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.*

Course Contents:**UNIT I**

Introduction: Definition and Characteristics of Technology, Market Based and Resource Based view, Concept and significance of management of technology, Dynamics of Technological Change: Forms of technological change, Process of Technological Change; Innovation: Components of Innovation, Innovation Dynamics at the Firm Level, recent developments in Technological environment - Globalization, Time Compression, Technology integration, Induced & Autonomous changes in the Technological environment, Competitive advantages through new technologies.

UNIT II

Technology supply and Research & Development Management: Sources of technology, Process of new product development; managing hi-tech products: Strategy to avoid product failure in market. Principles and Process of Product Development; Managing R& D Organization –issues and recent trends, Linkage between technology, development and competition, management of Intellectual Property Rights in context of technology management, strategic issues in managing IPR

UNIT III

Technological Forecasting: Meaning, significance of Technology forecasting, techniques of Technology forecasting: Exploratory and normative technique; Process and application of techniques like Delphi, Growth Curves, S- curve, Pearl Curve, Gompertz curve : Relevance Tree, Morphological Analysis, Mission Flow Diagram

UNIT IV

Meaning and Importance of Technology Intelligence; Technology Strategy: Meaning and Key Principles Underlying Technology Strategy, framework for formulating technology strategy Technology Strategy Types; Linkage of technology strategy with business strategy, Issues in technology strategy

Suggested Readings:

1. Narayanan, V. K., *Managing Technology and Innovation for Competitive Advantage*, Pearson Education.
2. Khalli, T., *Management of Technology*, McGraw-Hill
3. Betz. F., *Strategic Technology Management*, McGraw-Hill
4. Lowell W. S., *Managing Technology – The Strategic View*, McGraw Hill.
5. Schilling *Strategic Management of Technological Innovation*, McGraw-Hill

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students

FOURTH SEMESTER

POM-405 WAREHOUSE MANAGEMENT AND INVENTORY CONTROL**Time Allowed: 3Hours****M.M:70**

Objectives: *This course aims to make students understand the prerequisites for decision making regarding warehouse management and inventory control and to analyze the implications of these decisions*

UNIT I

Warehouse management: Meaning and significance; Warehouse Organization: Requisitions and Replenishment of Materials, Receipt and Inspection of Materials, Issue of Materials, Stocktaking, Discrepancies and Their Resolution, Control of Tools, Surplus, and Scrap Materials, Storage and Handling Practices of Materials

UNIT II

Computerization of Warehouse Activities, Performance Evaluation of Stores Activities, ISO Standards and Warehouse Activities, Warehouse Location, Layout, and Facilities Planning, Warehouse Security, Safety, and Maintenance

UNIT III

Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock; Inventory costs; Inventory Control systems: Issues in the P and Q systems of inventory control; The Basic Economic Order Quantity Model, Production Quantity Model, Quantity Discounts, Reorder Point, Safety Stocks, Service Level, Order quantity for periodic inventory system, Order quantity with variable demand

UNIT IV

Just-In-Time: Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, and other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory; Make or Buy Decisions: Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation, Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management in JIT Environment

Suggested Readings:

1. Saxena, J.P., *Warehouse Management and Inventory Control*, Vikas Publication
2. Bose, C., *Inventory Management*, PHI
3. Mahadevan, B., *Operations Management: Theory and Practice*, Pearson

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

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POM-406**PROJECT MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

Objective: *To train the scientist and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring and control of multiple projects.*

Course Contents:**UNIT-I**

Structuring Projects :Project Finance vis-à-vis Corporate Finance; Designing new hybrid financing structure incorporating elements of both project and corporate finance in an attempt to solve disadvantages associated with each structure, Project entity as special purpose vehicle with contractual bundling.

UNIT-II

Valuing Projects: Large Scale Projects: Basic economics; complexity in estimating demand; Marketing feasibility study; role of government, both as investor and as a customer. Project Evaluation in Emerging Markets: Developing Project Cash Flows & Multiple Discount Rates- Estimation of Cost of Capital and Complexities of valuation in emerging markets, Financial Modeling,

UNIT-III

Managing Risky Projects: Build, Operate and Transfer (BOT) Arrangements : Deal structuring and major risks identification, assessment and mitigation in such a way that senior lenders are adequately protected without further equity support. BOOT, BOT, BOLT and BOO framework, Contract design and negotiation. Project Evaluation in Emerging Markets : Political risk management through project selection, structuring & insurance & contrast this approach with the older financial style of political risk management.

UNIT-IV

Financing Projects: Process, Participants and Economics of Syndicated Lending : Key issues in designing the Syndication strategy; the lending process from a bank's perspective, and the difference between making a loan and arranging/underwriting/distributing a loan (syndication). Credit Enhancements Instruments to improve access to international bond markets, such as bank guarantee instruments, Export Credit Agency programme and political risk insurance.

Suggested Readings:

1. Chaoudhury, Sadhan, *Project Scheduling and Monitoring in Practice*, South Asian Pub.
2. Harriorn, F L., *Advanced Project Management*, Gower.
3. Lockyer, K.G., *An Introduction to Critical Path Analysis*, Ptiman Books.
4. Martino, R.L., *Project Management and Control; Finding the Critical Path; Applied Operational Planning: Allocating and Scheduling Resources*, American Management Association.
5. Meredith, Jaek R. and Mantel, Samuel J., *Project Management: A Managerial Approach*, Wiley.
6. Srinath, L.S., *PERT and CPM; Principles and Applications*, East-West Press. United Nations Industrial Development Organisation: *Guide to Practical Project Appraisal; Social Benefit - cost analysis in developing countries*, Oxford and IBH Pub.

Note:

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**INFORMATION
TECHNOLOGY
MANAGEMENT AREA**

THIRD SEMESTER

ITM-301**E-COMMERCE APPLICATIONS****Time Allowed: 3 Hours****M.M:70**

Objective: *This course exposes students to environment for E-commerce and developing application skills for the same.*

Course Contents:**UNIT- I**

Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce – Market Forces Influencing I-way, Network Access Equipment, Public Policy Issues Shaping the I-way; EDI - Applications in Business, Legal, Security and Privacy Issues of EDI; Components of EDI Standards, ASC X12 and EDIFACT.

UNIT-II

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing.

Intranets and Customer Asset Management: Basics of Customer Asset Management, Online Sales Force, Online Customer Service and Support, Technology and Marketing Strategy.

UNIT-III

Intranets and Manufacturing: Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems, Intranet-based Manufacturing, Logistics Management. E-Commerce and Online Publishing: Why Online Publishing, Online Publishing approaches, Advertising and Online Publishing. E-Commerce and Banking: Changing Dynamics in the Banking Industry, Home Banking Implementation Approaches, Management Issues in Online Banking.

UNIT-IV

Intranets and Corporate Finance: An Introduction, Financial Systems, Financial Intranets, Software Modules in Financial Information Systems, Human Resource Management Systems, Size/Structure of Financial Software Market.

Lab: Each student is required to develop at least one application of e-commerce.

Suggested Readings:

1. Kalakota & Whinston, *Electronic Commerce: A Manager's Guide*, Pearson Education.
2. Greenstien & Vasarhelyi, *Electronic Commerce: Security, Risk Management and Control*, Tata McGraw Hill.
3. Joseph, *E-Commerce: An Indian Perspective*, Prentice Hall of India.
4. Turbon, *et. al.*, *Electronic Commerce: A Managerial Perspective*, Pearson Education.

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.





ITM-302

INTERNET AND WEB DESIGNING**Time Allowed: 3 Hours****M.M:70**

Objective: *This course exposes students to environment for web-publishing and developing programming skills for the same.*

Course Contents:**UNIT-I**

Introduction to WWW: Evolution and basic features of WWW, the concept of web-site and browsers, introduction to WWW servers.

File Transfer Protocol: Introduction to FTP, Business Applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands, Telnet.

UNIT-II

Web-Browsers: Basic features, bookmarks, history progress indicators, customizing browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

UNIT-III

Introduction to Web-Publishing technologies, Components of a web-site, applications of each components in business, features of a smart web site, process of planning for development of an effective web-site, Domain name selection; selecting host for web-site, maintaining a web-site, web-publishing tools.

UNIT-IV

Internet: ISP, Search Engine, URL, DNS, Security, E-Mail, HTTP, HTML, Building a simple HTML document, Cookies, Tables, Frames, Links, XML adding Multi Media documents, Home Page.

Lab: Each student is required to develop at least one homepage.

Suggested Readings:

1. Douglas E. Comer, *Computer Network and Internet*, Pearson Education.
2. Corner, Douglas: *The Internet Book*, Prentice Hall.
3. Leon, Alexis and Mathews Leon: *Internet for Everyone-Leon*, TECH World.
4. Xavier: *World Wide Web Design with HTML*, Prentice Hall.
5. Molly, *Using HTML 4*, PHI Learning.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

ITM-303 RELATIONAL DATA BASE MANAGEMENT SYSTEMS**Time Allowed: 3 Hours****M.M:70**

Objective: *The students are to be provided basic understanding of the RDBMS and SQL and the skills to make use of these in business organizations.*

Course Contents:**UNIT-I**

RDBMS: Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History Data Modeling-Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises.

UNIT-II

Hierarchical Model, Network Model and Relational Model; Normalisation techniques-First Normal Form Second Normal Form and the Third normal Form, Examples and Exercises,

UNIT-III

SQL:SQL Language-DML commands-Selection, Insert, Update, Delete retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data. Simple queries-Use of WHERE, Arithmetic comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries. Views DDL Commands-Table and View, Create, Alter, Drop Integrity Constraints; Transaction Processing-Commit, Rollback, Savepoint, LAB: SQL and MS Access.

UNIT-IV

E.F. Codd's 12 Rules for a relational Database; Database concepts-Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary-System Catalogue Distributed Database and Distributed Data Access, Introduction to Client-Server and ODBC connectivity,

Lab: Each student is required to develop at least one Data Base System using Oracle.

Suggested Readings:

1. Elmasai & Narathe, *Fundamentals Of Database Systems*, Addison-Wesley
2. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, *Database System Concepts*, McGraw Hill
3. Bibin C. Desai, *An Introduction to Database systems*, Galgotia Publications.
4. C.J. Date, A. Kannan, S.Swamynathan, *An Introduction to Database Systems*, Pearson Education.
5. Loney Kevin, *Oracle: The Complete Reference*, McGraw Hill
6. Schneider Robert D& J.R.Garbus, *Optimizing SQL Server 7*, Prentice-Hall.

Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

P. Balan *N* *h*

ITM-304

E-BUSINESS INFORMATION SYSTEMS MANAGEMENT**Time Allowed: 3 Hours****M.M:70**

Objective: *This course exposes students to environment for E-business information and developing systems skills for the same.*

Course Contents:**UNIT-I**

System Development Environment: Types of Information Systems; System Development Life Cycle; System Analyst – Role, Responsibility, Analytical Skills; Managing Information systems Project

UNIT-II

Information Systems Planning: Identifying and Selecting Systems Development Projects; Initiating and Planning Systems Development Projects.

UNIT-III

Information Systems Analysis: Determining System Requirements; Structuring System Process Requirements; Structuring System Logic Requirements; Structuring System Data Requirements.

UNIT-IV

Information Systems Implementation and Maintenance: System Implementation, Software Application Testing, Installation, Documenting the System, Training and Supporting Users, Organizational Issues in Systems Implementation; Maintaining Information Systems.

Lab: Each student is required to develop at least one information system.

Suggested Readings:

1. Hoffer, Jeffrey A., et al., *Modern Systems Analysis and Design*, Pearson Education.
2. Laudon Kenneth and Laudon Jane, *MIS-A Contemporary Perspective*, Prentice Hall.
3. O'Brien James A., *Management Information Systems*, Tata McGraw Hill.
4. Alter, Steven, *Information Systems: The Foundation of E-Business*, Pearson Education.
5. Kumar Muneesh, *Business Information Systems*, Vikas Publishing House.
6. Dewitz, Sandra D., *System Analysis and Design and the Transition to Objects*, McGraw-Hill.
7. Robertson James & Suzanne, *Complete System Analysis, Volume I & II*, Dorset House Publishing.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

ITM-305

ENTERPRISE RESOURCE PLANNING

Time Allowed: 3 Hours

M.M:70

Objective: *This course exposes students to environment for ERP and its requisite applications.*

Course Contents:**UNIT-I**

Introduction: Basic issues, evolution of ERP, advantages, pitfalls, overview of an enterprise; ERP and related technologies: Business process reengineering, management information system, decision support system, executive information system, data warehousing, data mining, supply chain management.

UNIT-II

Manufacturing perspective: CAD/CAM, material requirement planning (MRP-I), bill of material, manufacturing resource planning (MRP-II), distribution requirement planning, JIT approach.

UNIT-III

ERP Modules: Introduction to ERP modules in Finance, Plant maintenance, quality management, materials management.

UNIT-IV

ERP Implementation: ERP lifecycle, vendors, consultants and users, ERP market, future directions in ERP.

Lab: Each student is required to develop at least one ERP-project.

Suggested Readings:

1. Leon A., *Enterprise Resource Planning*, Tata McGraw Hill.
2. Ellen Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Cengage Learning.
3. Motiwalla, Thompson, *Enterprise Systems for Management*, Pearson Education.
4. Wallace and Kremzar, *ERP: Making it Happen – The Implementers' Guide to Success with Enterprise Resource Planning*, John Wiley & Sons, Inc.
5. Sadagopan, S., *ERP: A Managerial perspective*. Tata McGraw Hill.
6. Garg, V. K. & Venket Krishna N. K., *ERP Concepts and Practice*, PHI Publication.

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

FOURTH SEMESTER

ITM-402

E-CRM

M.M:70

Time Allowed: 3 Hours

Objective: *Customer Relationship Management (CRM), Generates competency in transforming organizations into customer-centric enterprises. This course is intended to educate, at a high level, about CRM, and eliminate some of the mystery around CRM.*

Course Contents:**UNIT-I**

Introduction: Knowledge Management, e-Business and CRM; The New Economy's New Face, How We Got Here. The Long-Winded Road; The New-New Imperatives; Understanding E-Business: CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship Management, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

UNIT-II

A Roadmap for Success: The Knowledge-Enabled Customer Relationship Management Roadmap Phase I: Evaluation and Strategic Alignment Phase II: Infrastructural Development and Development Phase III: Leadership, Change Management, Measurement and Refinement Aligning Strategy and Technology Choices: Getting Past the Innovator's Dilemma; The KCRM Strategic Framework; Analyzing the Business Environment; Understanding the Context Strategic Technology.

UNIT-III

Audit and Analysis: Why Audit Customer Knowledge? Initiating the Audit; Reference Measures and Methodological Choices; The Audit Method; Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM; Building an Implementation Team: Tasks and Expertise, Team Composition, Leadership

UNIT-IV

Risk Assessment and Common Pitfalls; Blueprinting the Technology Infrastructure: Design Challenges; The Customer Lifecycle Customer Knowledge Management: Technology Framework; The KCRM Architecture, Integration, Long-Term Considerations; Results-Driven Development and Deployment: Hidden Costs and other Surprises; An overview of Big-Bang, Systems Development Methods; Looking Beyond the Waterfall; Results driven Incremental.

Lab: Each student is required to develop at least one e-CRM method.

Suggested Readings:

1. Alex Berson, Stephen Smith, Kurt Threaring; *Building Data Mining Applications for CRM*, Tata McGraw Hill
2. Michael J.A.Berry, *Data Mining Techniques: For Marketing, Sales and Customer Support* Gordon Linoff, John Wiley.
3. Michael J.A.Berry and Gordon Linoff, *Mastering Data Mining: The Art and Science of Customer Relationship Management*, John Wiley

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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ITM-403

SYSTEMS ANALYSIS AND DESIGN

M.M:70

Time Allowed: 3 Hours

Objective: This course exposes students to environment for system analysis and design information and developing system-design skills for the same.

Course Contents:

UNIT-I

Concept of system, Business Information System, types of business information systems, overview of system development methodologies, role of systems analyst, CASE tools for systems analyst; feasibility study - economic, organizational and cultural, technological, schedule and resource.

UNIT-II

System Development Life Cycle : Preliminary investigation - Information System Projects, evaluation of system requests, major steps in preliminary investigation; Systems Analysis - fact finding techniques, documentation, data flow diagrams, data dictionary; cost benefit analysis.

UNIT-III

Systems Design : User interface design, input and output design, data design; Systems Implementation: Application development, quality assurance, structured application development - structure charts, cohesion, coupling, testing, program, system, operations, user documentation; Installation - Training, system changeover.

UNIT-IV

Designing Distributed and Internet Systems: designing distributed systems - designing systems for LANs, for client / server architecture; designing internet systems - internet design fundamentals, design issues related to site management, managing online data.

Lab: Each student is required to develop at least one LAN/WAN structure.

Suggested Readings:

1. Hoffer et. al., *Modern System Analysis and Design*, Cengage Learning.
2. Shelly, Cashman, Rosenblatt, *System Analysis and Design*, Cengage Learning.
3. Satzinger, *System Analysis and Design*, Cengage Learning.
4. Hawryszkiewycz, I T. *Introduction to Systems Analysis and Design*, PHI.
5. Whitten, J L. *System Analysis and Design Methods*, Galgotia.
6. Awad, Elias M., *Systems Analysis and Design*, Prentice Hall of India.

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