

# **JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY**

**Kukatpally, Hyderabad 500 085**

## **Course Structure for MBA (2007 onwards)**

All the papers are for 100 marks with 40% for mid term and 60% for end examination. Business Communication and Soft skills of I Semester has both theory and laboratory content divided equally. Company and Industry Analysis are for 50 marks with evaluation done internally at the end of the semester. The degree will be awarded after successful completion of all the semester papers and submission of project report followed by Viva. The teaching methodology should emphasize on case study approach wherever appropriate with cases being of recent origin. The break up of subjects offered semester-wise is given as below:

### **Semester – I**

1. Management Theory and Practice
2. Managerial Economics
3. Research Methodology and Statistical Tools
4. Financial Accounting and Analysis
5. Business Law and Regulation
6. Business Communication & Soft skills (**Theory paper 50marks and Practical 50 marks**)
7. Business Environment
8. Information Technology Lab

### **Semester – II**

9. Human Resource Management
10. Financial Management
11. Quantitative Analysis for Business Decisions
12. Production and Operations Management
13. Marketing Management
14. ERP &MIS
15. Company Analysis Report Submission followed by Seminar Viva

### **Semester III**

17. Logistics and Supply Chain Management
18. Costs and Management Accounting
19. Organisational Behaviour
20. Elective I
21. Elective II
22. Elective III
23. Industry Analysis Report followed by Seminar Viva

### **Semester IV**

24. Strategic Management
25. Management of Technology
26. Elective IV
27. Elective V
28. Project Work

### **Electives**

The elective papers will be offered in the functional areas of Management such as Marketing, Finance, Human Resources, Systems and other contemporary fields of study. The students have options to choose any **three** subjects from the total list of subjects offered in 3<sup>rd</sup> semester irrespective of the areas/field of study and **two** subjects from the list of subjects offered in IV semester. The exact subjects to be offered by the institutions concerned is subject to administrative exigency (criteria such as availability of faculty, minimum of number of students are purely administrative matters).

**References:** While every effort has been made to include good references against each subject these are certainly not exhaustive. With large number of publications both international and Indian, it is possible for students and faculty members to come across new and good reference material for each subjects outlined. The faculty and students are encouraged to consult as many references as possible to have a broader perspective of the treatment of the subject.

<b>Semester III (Choose any three of the following)</b>	<b>Semester IV (Choose any Two of the following)</b>
<b>1. Services Marketing</b>	<b>1. International Marketing</b>
<b>2. Consumer Behaviour</b>	<b>2. Advertising, Sales Promotion and Distribution</b>
<b>3. Retailing Management</b>	<b>3. International Financial Management</b>
<b>4. Security Analysis and Portfolio Management</b>	<b>4. Strategic Investment and Financing Decisions</b>
<b>5. Financial Services &amp; Institutions</b>	<b>5. Information Systems Control &amp; Audit</b>
<b>6. Data Warehousing and Data Mining</b>	<b>5. Decision Support Systems</b>
<b>7. e-Business</b>	<b>6. Performance Management</b>
<b>8. Strategic HRM</b>	<b>7. Management of Change</b>
<b>9. Management of Industrial Relations</b>	
<b>10. Business Ethics</b>	
<b>11. Entrepreneurship</b>	
<b>12. Knowledge Management</b>	

## **Detailed syllabus**

### **1. Management Theory and Practice**

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management.

1. Introduction: Management – definitions, types of managers; managerial roles and functions; Science or Art? - Administration vs Management, External environment – Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility- Managerial Ethics.
2. Perspectives on Management: Scientific Management (Fredrick W.Taylor, Frank and Lillian Gilbreth), Human Relations (Elton Mayo, Douglas Mc Gregor's Theory X and Theory Y, William Ouchi's Theory Z), the Systems Approach, the Contingency Approach, the Mckinsey 7-S Framework.
3. Planning: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. – Planning practices in USA, Japan and China.
4. Decision Making: Problem and Opportunity finding, the nature of Managerial Decision Making, the Rational Model of Decision Making, Challenges to the Rational Model, Improving the Effectiveness of Decision Making Tools and Techniques, Role of Boards and Committees in Decision Making - Decision making practices abroad.
5. Organising: Nature of organizing, organization levels and span of management – Factors determining span - Organisational design and structure –departmentation, line and staff concepts, staffing – delegation, decentralization and recentralisation of authority - responsive organizations –Global organizing.
6. Leading: Leading Vs Managing – Trait approach and Contingency approaches to leadership - Dimensions of Leadership - Leadership Behavior and styles – developing leadership skills – transformational leaders - Leadership in Cross-cultural environment - Evaluating Leader- Women and Corporate leadership –

- Motivational theories- Building Groups into Teams, Intergroup Behavior, conflict and negotiation – Global leading.
7. Communication: Importance of Communication, Interpersonal communication Barriers to Effective communication, Communication in Organizations, Using Communication Skills to manage Conflicts. Communicating for understanding and results, creating productive interpersonal relationships, Guidelines to improve written and oral communication- communication practices in India and abroad.
  8. Controlling: Basic control process- control as a feedback system – Feed Forward Control – Requirements for effective control – control techniques – Overall controls and preventive controls – Global controlling.

#### References:

- ✍ Stoner, Freeman and Gilbert, Jr. *Management*, 6/e, Pearson Education, New Delhi, 2006.
- ✍ Koontz, Weihrich & Aryasri, *Principles of Management*, TMH, New Delhi, 2007
- ✍ Heinz Weihrich, Harold Koontz: *Management A Global Perspective*, 10/e, Tata McGraw Hill, 2007.
- ✍ Daft, *The New Era of Management*, Thompson, 7/e New Delhi, 2007.
- ✍ Schermerhorn: *Management* 8ed, Wiley India 2006
- ✍ Prem Vrat, K K Ahuja, P K Jain, *Case Studies in Management*, Vikas Publishing House Pvt. Ltd., 2006.
- ✍ Lussier: *Effective Leadership*, Thomson, 2007.
- ✍ Robbins: *Management* 7/e Pearson Education, 2006.
- ✍ Griffin: *Management* 8ed, Biztantra, 2005
- ✍ Mullins: *Management and Organisational Behaviour*, Pearson, 2007.

## 2. Managerial Economics

Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing , Production and Costing from a broader perspective.

1. Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist.
2. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.
3. Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.
4. Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.
5. Production Analysis: Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.
6. Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.
7. Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination,

- product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
8. Profit Management: Nature, scope, Theories of profit, Measurement policies, Cost – Volume- Profit Analysis.

### References:

- ✍ Hirschey: Economics for Managers, Thomson, 2007.
- ✍ Petersen,Lewis and Jain: *Managerial Economics*, Pearson/PHI, 2006
- ✍ Gupta: *Managerial Economics 1e* TMH 2005.
- ✍ Dominic Salvatore, *Managerial Economics*, Thomson, 2006
- ✍ Keat, *Managerial Economics : Economic Tools for Today's Decision Makers*, Pearson Education, 2007
- ✍ Mote Paul: *Managerial Economics 1e* TMH 2004
- ✍ Froeb: *Managerial Economics—A Problem Solving Approach*, Thomson, 2007.
- ✍ Mehta,P.L., *Managerial Economics - Analysis, Problems, Cases*, Sultan Chand and Sons, New Delhi, 2001.
- ✍ James L.Pappas and Engene F.Brigham: *Managerial Economics*, Pearson Education, New Delhi, 2006.
- ✍ Suma Damodaran: *Managerial Economics*, Oxford, 2007.

### 3. Research Methodology and Statistical Tools

Objective of the course is to have a general understanding of statistics as applicable to business and its use in areas of management research

#### **\*Statistical table is required for students at the time of examination**

1. Introduction: Nature and Importance of research, the role of business research, aims of social research, research process, and pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research. Introduction to statistics, origin and growth of statistics. Statistics and Research.
2. Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Tabulation of data and general rules of tabulation. Questionnaire and schedule of questions.

3. Measurement concepts: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.
4. Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation.
5. Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.
6. Statistical Inference: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.
7. Time series, utility of time series, components of time series, secular trend, seasonal variations, cyclical variations, irregular variations, measurement of trend, moving averages and measurement of seasonal variations.
8. SPSS and Report Presentation: Use of Statistical Package for Social Sciences, report writing - Mechanics of report writing, preliminary pages, main body and appendices including bibliography, oral presentation, diagrammatic and graphical presentation of data.

## References

- ✍ Richard I Levin & David S. Rubin, *Statistics for Management*, 7/e. Pearson Education, 2005.
- ✍ Donald R. Cooper, Pamela S. Schindler, *Business Research Methods*, 8/e, Tata McGraw-Hill Co. Ltd., 2006.
- ✍ Gupta S.P. – *Statistical Methods*, Sultan Chand and Sons, New Delhi. 2005.
- ✍ U.K. Srivastava, G.V. Shenoy and S.C. Sharma – *Quantitative Techniques for managerial decisions*, New Age International, Mumbai, 2005.
- ✍ C.R . Kothari, *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2006.
- ✍ William G. Zikmund, *Business Research Methods*, Thomson, 2006.
- ✍ D.M. Pestonjee, (Ed.) *Second Handbook of Psychological and Social Instruments*, Concept Publishing, New Delhi, 2005.
- ✍ Dipak Kumar. Bhattacharya, *Research Methodology*, Excel Books, 2006
- ✍ Amir D. Aczel & Jayavel Sounderpandian, *Complete Business Statistics*, Tata McGraw-Hill-2007.
- ✍ C.B. Gupta & Vijay Gupta, *An introduction to Statistical Methods*, 23<sup>rd</sup> Revised Edition, Vikas Publishing House, New Delhi, 2006.
- ✍ R.S. Bharadwaj, *Business Statistics*, Excel Books, 2006

#### **4. Financial Accounting and Analysis**

The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis Financial accounts of a company .

1. Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP).
2. The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.
3. Valuation of fixed assets: Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation.
4. Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.
5. Issue of Shares and Debentures: Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.
6. Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.
7. Financial Analysis -II Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis.
8. Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), Creative Financial Practices and Issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

#### **References**

- ✍ Asish K. Bhattacharyya, *Financial Accounting for Business Managers*-PHI,2006

- ✍ Ambrish Gupta, *Financial Accounting Management An Analytical Perspective*, Pearson Education-2007
- ✍ Stice & Stice, *Financial Accounting Reporting & Analysis*, Thomson-2007
- ✍ Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, *Accounting –Text and Cases*, TMH, 2005.
- ✍ Samuel C. Weaver, J. Fred Weston, *Finance and Accounting for Non-financial Managers*, Tata McGraw-Hill Publishing Co. Ltd., 2002.
- ✍ Horngreen : *Financial Accounting* 8/e Pearson Education, 2007.
- ✍ Ashok Banerjee, *Financial Accounting*, Second Edition, Excel Books, New Delhi, 2006.
- ✍ Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, *Financial Accounting*, Vikas Publishing House Pvt. Ltd., 2007.
- ✍ Weygandt, Kieso, Kimmel, *Financial Accounting*, 4/e, Wiley India Edition, 2006..
- ✍ M.E. Thukaram Rao, *Accounting for Managers*, New Age International Publishers, first edition, New Delhi, 2006.

## **5. Business Law & Regulation**

The objective of the course is to enable students understand the legal framework of business.

1. Law of Contract -1872 (Part-I): Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object.
2. Law of Contract–1872 (Part-II): Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract.
3. Special Contracts: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.
4. Indian Partnership Act–1932: Constitution of partnership,- Rights, duties and Liabilities of partners, Dissolution of partnership.

5. Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.
6. Companies Act, 1956: Steps and procedure for incorporation of the company, Company Management–Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.
7. Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year –Assessee, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure.
8. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.

## References

- ✍ N.D.Kapoor, *Mercantile Law*, Sultan Chand & Sons, 2006.
- ✍ S.S. Gulshan, *Mercantile Law*, 2/e, Excel Books, 2004
- ✍ Akhileshwar Pathak, *Legal Aspects of Business*, 3/e, Tata McGraw-Hill, 2007
- ✍ C.L.Bansal, *Business and Corporate Laws*, 1/e, Excel Books, 2006
- ✍ S.N.Maheshwari & Maheshwari, *Business Regulatory Framework*, Himalaya Publishing House.2006
- ✍ S.S.Gulshan, *Business Law*, 2/e, Excel Books, 2005
- ✍ P.K.Goel, *Business Law for Managers*, Biztantra - Dreamtech press, 2006
- ✍ K.R. Bulchandani, *Business Law for Management*, 4/e, Himalaya Publishing House, 2006
- ✍ B.B. Lal & N.Vashisht, *Direct Taxes*, 28/e, Pearson Education, latest edition
- ✍ B.B. Lal, *Income Tax and Central Tax : Law and Practice*, Pearson Education, latest edition



8. Business and Technical report writing ,- types of reports – progress reports, routine reports – Annual reports – format – Analysis of sample reports from industry – Synopsis and thesis writing

**References:**

- ? Essentials of Business Communication, Rajendra Pal, JS Korlahhi: Sultan Chand & Sons, New Delhi.
- ? Basic Communication Skills for Technology, Andre J. Rutherford: Pearson Education Asia, patparganj, New Delhi 92
- ? Advanced Communication Skills, V. Prasad, Atma Ram Publications, New Delhi.
- ? Raymond V.Lesikav, John D. Pettit Jr.: Business Communication; Theory and Pppliacion, All India Traveller Bookseller, New Delhi 51
- ? Business Communication, RK Madhukar, Vikas Pulishing House Pvt. Ltd.,
- ? KR Lakshiminarayana: English for Technical Communication – vols. 1 and 2, SCITECH Publications (India) Pvt. Ltd., T.Nagar, Chenna 600 017
- ? Edmund H weiss: Writing Remedies: Practivial Exercises for Technical Writing. Universities Press, Hyderabad.
- ? Cliffs Test Prep for GRE and TOEFL computer Based Test, IDG Books. India (P) Ltd. New Delhi 2.
- ? GRE and TOEFL; Kaplan and Baron’s
- ? English in Mind, Herbert Puchta and Jeff Stranks, Cambridge

**Suggested Software for Lab classes:**

- ? Cambridge Advanced learner’s Dictionary with exercises
- ? The Rosetta Stone English Library
- ? Clarity Pronunciation Power
- ? Mastering English in Vocabulary, Grammar, Spellings, Composition
- ? Dorling Kindersley series of Grammar, Punctuation, Composition etc.

- ? Oxford Advanced learner's Compass 7<sup>th</sup> Edition
- ? Language in Use, Foundation Books Pvt Ltd
- ? Learning to Speak English – 4 CDs
- ? Microsoft Encarta
- ? Murphy's English Grammar Cambridge
- ? Time Series of IQ Test, Brain-teasers, Aptitude Test etc.
- ? English in Mind, Herbert Puchta and Jeff Stranks with Meredith Levy, Cambridge

### **7. Business Environment**

The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

1. Industrial Policies: A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.
2. Fiscal Policy: Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget.
3. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.
4. Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.
5. India's Trade Policy – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.
6. WTO: Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.

7. Money and Capital market: Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and Role of SEBI.
8. Legal Framework: Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986,

## References

- ✍ Dutt and Sundaram , *Indian Economy*, S. Chand, New Delhi, 2007.
- ✍ K.Aswathappa, *Essentials of Business Environment*, 9/e Himalaya, 2007.
- ✍ Justin Paul: *Business Environment*, 1e 2006, Tata MH
- ✍ Misra and Puri: *Indian Economy*,, Himalaya, 2007.
- ✍ Francis Cherunilam: *Business Environment: Text and Cases*, 17/e, Himalaya, 2007.
- ✍ Recent *Economic Survey Report* of Government of India.
- ✍ Suresh Bedi: *Business Environment*, Excel, 2007.
- ✍ Palle Krishna Rao: *WTO--Text & Cases*, 1/e, PSG Excel Series, 2005.

## 8.Information Technology Lab

The Objective of the course is to provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The exposure to PROWESS of Centre for Monitoring Indian Economy is with a view to make students aware of data bases of Indian Companies and enable them to work on mini projects and think of topic for their final year project.

Experiments covering Basics of SQL, DBMS, RDBMS,ORACLE, SQL statements, functions, Views, Joins, Constraints, operators(standard/set operators)synonyms/sequences, index, snapshots, PL/SQL components, PL?SQL block structures, PL/ SQL attributes, cursors, Procedure, Functions, Exception Packages, triggers etc.

Hands on experience with Prowess of CMIE and a few simple exercises on ratio analysis using the package.

Hands on experience with SPSS package and a few simple exercises on statistical analysis.

## References

### Introduction to Computers

- ? Morley, Understanding Computers, 10/e Thomson, 2007.
- ? Norton, Introduction to computers, 6/e, Tata McGraw-Hill , 2007
- ? Deepak Bharioke, Fundamentals of Information Technology, 3/e, 2005
- ? V.Rajaraman, Introduction to Information Technology, PHI.
- ? Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Information Technology, Second Edition, Wiley India, 2006.

### MS-Office

- ? Greg Perry, Microsoft Office 2007, Sam Teach your self, Pearson Education, 2007.
- ? Mansfield, MS Office, Reprint 2006, Tata McGraw-Hill , 2006.
- ? Microsoft Office System step by step, 2003 edition, PHI, 2004
- ? Vikas Gupta, Comdex Computer Course Kit, Office 2007, Dreamtech Press, Wiley-India, 2007

### SQL, PL/SQL

- ✍ Groff, SQL 2/e, the Complete Reference, Tata McGraw-Hill , 2007.
- ✍ P.S. Despande, SQL/PLSQL for Oracle 9i, Dreamtech Press, India, 2007.
- ✍ Urman, Hardman, McLaughlin, PL/SQL Programming, Oracle Press, Tata McGraw-Hill , 2004
- ✍ Rosenzweig, Oracle PL/SQL by example, 3/e, Pearson Education, 2004

### Oracle

- ? Casteel, Oracle 10 g & SQL , Thomson, 2007
- ? Sunderraman, Oracle 9i Programming, Pearson Education, 2005
- ? Scott Urman, *Oracle 9i-PL SQL Programming*, Tata McGraw-Hill , 2006.

### SPSS

- ? Carver, Doing Data Analysis with SPSS 14.0, 3/e, Thomson, 2007
- ? Coakes, SPSS 13.0 for Windows, Wiley-India, 2006.
- ? George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2006.
- ? Arthur Griffin, SPSS for Dummies, Wiley-India, 2007.

## Semester –II

### 9. Human Resource Management

The objective of the course is to provide basic knowledge of functional are of Human Resource Management. This will be the prerequisite for enabling students to take any electives offered in third and fourth semesters any subject on HRM stream.

1. Introduction to HRM, Objectives of HRM, HR activities, Challenges of HRM.  
HR Planning: Strategic and Human Resource Planning, The HR Planning process, HR Information systems, Assessment of HR requirements, HR Functions and Policies.
2. Job Analysis and Design: Uses of Job analysis, methods of data collection, Job Description and Specifications. Job design, Job redesign, Job Rotation, Job enlargement, Job enrichment.
3. Recruitment and Selection: The Recruitment Process, Methods of recruiting, realistic job preview, developing and using Application Blanks, Challenges of recruiting. The selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, Co-operative counseling, reference and background verification, medical evaluation, Technical, HR interview, Job offer, Induction and Placement.
4. Training and Development: Introduction to training, The training process, training methods, Management development – individual, group, organizational techniques, evaluation of training and development.
5. Appraising and Managing Performance: The appraisal process, methods, and potential problems in performance evaluations. The appraisal interview, the

- feedback interview. The role of appraisal in managing performance. Career Planning and Development.
6. Compensation: Objectives, Influences on compensation, Compensation and motivation, job evaluation system – simple ranking, job grading, point systems, and factor–comparison system, Human relations effects of Job evaluation, compensation for special groups.
  7. Integration: Quality of work life, Quality circles, Industrial Relations, Industrial Disputes and causes, remedial measures, Collective Bargaining. The management of conflict: Sources of grievances, the grievance procedure, Guidelines for handling grievances.
  8. Maintenance of HR:
    - a) Benefits and services, security, safety, health and welfare services.
    - b) Separation, Corporate social responsibility, Global HRM.

***References:***

- ✍ Edwin B.Flippo, Personnel Management, McGraw Hill..
- ✍ Gary Dessler, Human Resource Management, 10/e, Prentice Hall India, 2007
- ✍ Scott Snell & George Bohlander, Human Resource Management, Thomson Publications,2007.
- ✍ John M. Ivancevich, Human Resource Management, 9/e, Tata McGraw- Hill, 2007.
- ✍ K.Aswathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2007
- ✍ R.Wayne Mondy & Robert M.Noel, Human Resource Management, Pearson Education, 2006
- ✍ Robert L.Mathis and John H.Jackson, Human Resource Management, Thomson, 2007.

- ✍ C.B.Memoria and S.V.Gankar, Personnel Management: Text and Cases, Himalaya Publishers, Bombay, 2007.
- ✍ Biswajeet Pattanayak, Human Resource Management, Prentice Hall India, 3/e,2005.
- ✍ Gomez-Mejia , Managing Human Resources 3/e Pearson Education.
- ✍ DavidA.Decenzo & Stephen P.Robbins, Fundamentals of Human Resource Management, 8/e, Wiley Publications, 2006
- ✍ Fisher: Human Resource Management 5ed, Biztantra 2005
- ✍ .Griffin: Human Resource Management 2ed,. Biztantra 2005

## **10. Financial Management**

The objective of the course is to provide the necessary basic tools for the students to manage the finance function. After the completion of the course, the students should be able to understand the management of the financing of working capital needs and the long term capital needs of the business organization

### **\*The students need Discounting Table and Annuity tables for the examination**

1. The Finance Function – Objective: Profit or Wealth Maximization and EPS Maximization, An overview of Managerial Finance functions- Time value of money. present value, future value of money and the basic valuation models.
2. Investment decisions: Nature of Capital Budgeting decisions - techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Advanced problems and cases in capital budgeting.
3. Cost of Capital: Concept and measurement of cost of capital, Debt vs.Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.
4. Capital structure Decisions: Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories –The Modigliani Miller Theory –A critical appraisal.
5. Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation

- of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.
6. Working Capital Management, components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, .Financing of working capital through Bank finance and Trade Credit.
  7. Management of current assets –I: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives.
  8. Management of current assets –II: Management of receivables: Objectives, credit policies, credit terms, collection policies. Management of inventory: objectives, techniques of inventory management. The importance of current assets management in working capital planning.

## References

- ✍ MY Khan and PK Jain: *Financial Management--Text and Problems*, Tata McGraw- Hill, New Delhi.2007.
- ✍ Chandra Bose D, *Fundamentals of Financial Management*, PHI-2006
- ✍ James C. Van Horne: *Financial Management and Policy*, Pearson Education, 2006.
- ✍ I. M. Pandey- *Financial Management*, 9/e Vikas Publishing, 2007
- ✍ Chakraborty, Bhattacharya, Rao and Sen – *Financial Management and control*. Macmillan India Ltd, 2007
- ✍ S.N.Maheswari, *Financial Management*, Vikas Publishers, New Delhi, 2007.
- ✍ Michael C Ehrhardt Eugene F . Brigham, *Corporate Finance, A focused Approach* Thomson. Chennai, 2006.
- ✍ Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty- *Principles of Corporate Finance*.TMH, 8<sup>th</sup> edition, 2007.
- ✍ Besley and Brigham: *Essentials of Managerial Finance*, 13/e Thomson , 2006
- ✍ Sudhindra Bhat, *Financial Management Principles and Practice*,First Edition, Excel Books, New Delhi, 2007 Tenth Edition, New Delhi, 2006.

## **11. Quantitative Analysis for Business Decisions**

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

**\*The students have to be provided with Random Number Table to solve problem in the examination**

1. Quantitative Analysis: Nature and Scope – Quantitative Analysis as A frame work for Managerial Decisions; Analysing and Defining the Problem, Developing A Model, Selecting the Inputs, Coming Up With A Solution, Quantifying the Model and the Solution, Putting the Model to Work, Relationship Between the Quantitative Specialist and the Manager, Introduction to Goal (Multi-objective) and dynamic programming(Emphasis on conceptual framework – no numerical problems), Typical Applications of Operations Research .
2. Decision Making: Using Probabilities Introduction to Decision Theory, Steps In the Decision Making, the Different environments In Which Decisions Are Made, Criteria For Decision Making Under Uncertainty, Decision Making Under conditions of Risk, Discrete Random Variables Using the Expected Value Criterion With Continuously Distributed Random Variables, Utility as A Decision Criterion, Decision Trees, Graphic Displays of the Decision Making Process, Decision Making With an Active Opponent.
3. Linear Programming: Introduction to Maximization and Using Graphic Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem -Duality and Sensitivity Analysis: Definition of the Dual Problem, Primal, Dual Relationships, Economic Interpretation of Duality, Dual Simplex Method, Sensitivity Or Post-optimality Analysis.
4. Transportation Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, Traveling Salesman Problem.

5. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.
6. Queuing Theory: Basic Elements of the Queuing Model, of the Poisson and Exponential Distributions, Queuing With Combined Arrivals and Departures, Queues With Priorities For Service, Tandem Or Series Queues, Obstacles In Modeling Queuing Systems, Data Gathering and Testing, Queuing Decision Models
7. Simulation: Nature and Scope, Applications, Types of simulation, Discrete Simulation Approaches, Role of Random Numbers, Gathering Observations In Simulation, Inventory Example, Queuing Examples, Simulation Languages.
8. P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

## References

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- ✍ N.D.Vohra: *Quantitative Techniques in Management*, TMH, New Delhi, 2007
- ✍ Hamdy, A.Taha: *Operations Research: An Introduction, Prentice-Hall of India;* New Delhi 2007.
- ✍ Harvey M. Wagner: *Principles Of Operations Research*, PHI, New Delhi, 2003.
- ✍ Barry Render; Ralph M.Stair,Jr.;Michael E.Hanna, *Quantitative Analysis for Management*, Pearson, Delhi, 2007.
- ✍ Hillier/Lieberman: *Introduction To Operations Research*; Tata Mc-Graw Hill, New Delhi ,2007.
- ✍ R.Panneerselvam :*Operations Research 2<sup>nd</sup>* Prentice Hall of India Pvt Ltd. 2007

✍ Bill E Gillett: *Introduction To Operations Research: A Computer-Oriented Algorithmic Approach*, Tata Mc-Graw Hill, New Delhi, 2006.

## **12. Production and Operations Management**

The Objective of the course is to enable students basics of one of the functional areas of management viz. Operations or Production.

### **\*The students need Statistical Table to solve problem**

1. Introduction: Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today.
2. Product and Process Design: Product and Process Development, Manufacturing Process Technology, CAD/CAM, Value Analysis.
3. Facilities Management: Location of Facilities, Layout of Facilities, Optimisation of Product/Process Layout, Flexible Manufacturing and Group Technology.
4. Aggregate Planning: Preparation of aggregate demand Forecast, Specification of Organisational Policies For Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.
5. Scheduling: Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production, Line balancing and Line of Balance, Methods of Production Control ,World class production .
6. Work Study : Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques.
7. Productivity: Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.
8. Quality management: Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes total quality management and ISO 9000 series standards, Six Sigma

## References:

- ✍ Chase, Aquilano, Jacobs, *Operations Management for Competitive Advantage*, 9/e, TMH, 2007.
- ✍ Lee Krajewski, Larry Ritzman and Manoj Malhotra *Operations Management* 8e PHI Pvt Ltd 2007
- ✍ Buffa: *Modern Production Operation Management*, Wiley 2005
- ✍ S.N. Chary, *Theory and Problems in Production and Operations Management*, TMH, 2006.
- ✍ Joseph S. Martinich, *Production and Operations Management*, Willey, 2006.
- ✍ Elwood S. Buffa, Rakesh K. Sarin, *Modern Production and Operations Management*, Wiley, 2005.
- ✍ S.N. Chary, *Production and Operations Management*, 2/e, TMH, 2006.
- ✍ Everett E. Adam, Jr., Ronald J. Ebert, *Production and Operations Management Concepts, Models, Behaviour*, PHI, 2002.
- ✍ R. Panneeselvam, *Production and Operations Management*, 2<sup>nd</sup> ed PHI, 2006.
- ✍ Evans, *Principles of Operations Management*, Thomson, 2007.

## 13. Marketing Management

The objective of the course is to have the basic concepts of Marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3<sup>rd</sup> and 4<sup>th</sup> semester in the stream of Marketing.

1. Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment.
2. Demand analysis: The Major Concepts in Demand Measurement, the Components of Modern Marketing Information System, the Marketing Intelligence system, Marketing decision system, Forecasting and Demand Measurement.
3. Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a

- Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.
4. Product Management: Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, , Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix , Product-line decisions, Brand decisions, classification of new products, New Product Development, Idea Generation, Idea Screening, Concept Testing, Business Analysis, Market Testing, Commercialization.
  5. Pricing Strategy: Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.
  6. Sales and Distribution Management: Sales Techniques for Consumer/Industrial clientele-Channel Function and Flows, Channel Levels, Channel Management Decisions, types of retailers, trends in retailing, The growth and trends in Wholesaling. Sales force and sales Agency- Advantages and disadvantages.
  7. Marketing Communication: the communication process , Communication mix, Managing advertising sales promotion , Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.
  8. Marketing Organisation and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.

### ***References***

- ✍ Phillip Kotler: Marketing Management, 11/e, Pearson Publishers, 2007
- ✍ Adrian Palmer , Introduction to Marketing theory and practice Oxford University Press 2007
- ✍ Rajan Saxena: Marketing Management, 2/e, TMH, 2006.
- ✍ Kerin, Hartley & Rudelius: Marketing—The Core, McGraw-Hill, Irwin, 2007.
- ✍ Lamb, Hair ,Mac Daniel: Marketing, 7/e Thomson Publishers, 2006.
- ✍ Boone& Kurtz, Principles of Marketing, 12/e, Thomson Publishers, 2007.

- ✍ V.S.Ramaswamy , S.Namakumari: Marketing Management, 3/e, Macmillan, 2003.
- ✍ Michael J.Etzel, Bruce J. Walker, William J.Stanton, Ajay Pandit, Marketing Concepts 13<sup>th</sup> ed Tata McGraw Hill 2006
- ✍ William D.Perreault, Jr.E.Jerome Mc Carthy, Basic marketing, 14/e, TMH.2007.
- ✍ Czinkota and Kotabe: Marketing Management, 2/e, Thomson,2007.
- ✍ Joel R. Evans, Borry Berman: Marketing in the 21st Century, 8/e, Biztantra, 2006.
- ✍ Philip Kotler and Kelvin Lane Marketing Mangement 12<sup>th</sup> ed Pearson Education 2007

#### **14. ERP & MIS**

The objective of the course is to provide the basic concepts of Enterprise Resource Planning and Management of Information System.

1. Induction to ERP: Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP Market.
2. IS Models – Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl’s Multiple Methodology, Critical Success Factors, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford), System Develop Life Cycle, Prototype and End User Computing, Application Packages, Outsourcing, Deciding Combination of Methods.
3. Business Process Re-engineering (BPR)– BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR, Business Intelligence Systems-Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management, Best Practices in ERP.
4. ERP Modules: Finance, Accounting Systems, Manufacturing and Production Systems, Sales and Distribution Systems, , Human Resource Systems, Plant Maintenance System,

Materials Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

5. Types of Information Systems : Transaction Processing Systems, MIS, Decision Support Systems, Office Automation System, Communication Systems, , Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS), Expert Systems, Executive Information Systems, Strategic Information Systems and Strategy Level Information Systems.
6. Benefits of ERP: Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilisation, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities.
7. ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP & IS.
8. IS Security, Control and Audit– System Vulnerability and Abuse, business value of security and control, Need for Security, Methods of minimizing risks IS Audit, ensuring system quality.
9. **Case Studies.**

## **References**

- ✍ C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, PHI and Pearson Education, 2005.
- ✍ Alexis Leon, ERP (Demystified), 5/E, Tata McGraw-Hill, 2006.
- ✍ David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2006.
- ✍ Vaman, ERP in Practice, Tata McGraw-Hill , 2007
- ✍ Gordon B. Davis & Margrethe H.Olson: Management Information Systems, Tata McGraw-Hill , 2006.
- ✍ W S Jawadekar: Management Information Systems, 2/e, Tata McGraw-Hill , New Delhi, 2007
- ✍ James A. Obrein: Management Information Systems, Tata McGraw-Hill , 10/e, 2006.
- ✍ Gerald V.Post, David L Anderson: Management Information Systems, Irvin McGraw Hill, 2007.
- ✍ C.S.V.Murthy: Management Information System, Himalaya publishing House ,2006
- ✍ Rainer, Turban, Potter, Introduction to Information Sys tems, WILEY-India, 2006.
- ✍ Dharminder and Sangeetha, Management Information Systems, 1/e, Excel books, 2006
- ✍ Monk: Concepts in ERP 2/e Thomson 2007

## **15. Company Analysis Report Submission followed by Seminar VIVA**

Annual reports of successive years (Minimum four) of Public Limited Companies can be studied by the students. Alternatively Data Bases such as Prowess of Centre for Monitoring Indian Economy (CMIE) can be used.

**The report and the seminar Viva together are valued for 50 marks internally**

### III Semester

#### 16. Logistics and Supply Chain Management

The objective of the course is to give the student an overview of Supply Chain management principles and practices

**\*The students need Statistical Table to solve numerical problems.**

Prerequisite for the course:- Knowledge of Production and Operations Management, Marketing Management and QABD taught in second semester of the programme.

1. Logistics and Competitive strategy Understanding the Supply Chain. Objective and Importance of Supply Chain Process View of Supply Chain. Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope.
2. Supply Chain Drivers and Metrics :Drivers for Supply Chain Performance, Framework for Structuring drivers. Facilities, inventory, transportation, information, sourcing and pricing. Obstacles to Achieving fit.
3. Designing the Supply Chain Network. Role of distribution in the Supply Chain, Factors influencing network design, the role of network in the Supply Chain Framework for Network design decisions models for facility location and capacity allocation, network design in uncertain environment.
4. Demand Forecasting in Supply Chain Components of forecast and forecasting methods. Role of IT in forecasting. Aggregate Planning in Supply Chain Planning Supply and Demand in A Supply Chain, Managing Predictable Variability.
5. Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities –identifying logistics

performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

6. Planning and Managing inventories in Supply Chain : managing Economies of Scale in Supply Chain, managing Uncertainty in a Supply Chain, Safety Inventory , determining optimal level of product inventory.

7. Designing and Planning Transportation Networks, Transportation in a Supply Chain, Managing Cross Functional Drivers in a Supply Chain: Sourcing decisions in a Supply Chain, Pricing and Revenue Management in a Supply Chain, Information Technology and Coordination in a Supply chain..

8. Managing global logistics and global supply chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management – case studies.

## References

- ? Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation,3/e*, Pearson Education, New Delhi 2007.
- ✍ Donald J.Bowersox and David J.Closs, *Logistical Management: The Integrated Supply Chain Process*, TMH, 2006.
- ✍ Martin Christopher, *Logistics and Supply Chain Management*, Pitman, London.
- ✍ B.S.Sahay, *Supply Chain Management for Global Competitiveness*, Macmillan, New Delhi.2003.
- ✍ Philip B.Schary, Tage Skjott-Larsen: *Managing the Global Supply Chain*, Viva, Mumbai, 2006.

- ✍ Monczka: Purchasing and Supply Chain Management Thomson, 2006.
- ✍ Ballou, Business Logistics/Supply chain Management 5/e Pearson Education.
- ✍ David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing The Supply Chain 2<sup>nd</sup> ed. Tata McGraw Hill Publishing Company Ltd., 2006

## **17. Cost and Management Accounting**

The objective of the course is to enable the students the components of product cost their calculation methods, and their control.

Prerequisite for the course: Knowledge of Financial Accounting and Analysis taught in First Semester of the programme.

1. Introduction to management accounting: Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting.
2. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate.
3. Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.
4. Marginal Costing: Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.
5. Break-even-analysis: concept of cost-volume-profit relationship, mechanics of B.E. analysis, Determination of Break even point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.
6. Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, cash budget, production budget, master budget, Performance budgets, material Vs. purchase budgets, concept of Zero Based Budgeting.
7. Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance and sales variance.

8. Inter-firm comparison : Need for inter-firm comparison, types of comparisons, advantages. An introduction to cost audit and management audit. An introduction to activity based costing,

### References

- ? S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
- ? M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH , New Delhi, 4/e, 2007.
- ? Colin Drury, *Management and Cost Accounting*, Thomson-2007
- ? Bhahatosh Banerjee, *Cost Accounting Theory and Practice*, PHI,-2006
- ? Charles T. Horngren: *Cost Accounting –A Managerial Emphasis*, Prentice Hall of India, New Delhi,2006
- ? James Jiambalvo, *Managerial Accounting*, John Wiley & Sons, Inc.New Delhi,2007.
- ? Atkinson, Banker, Kaplan and Young, *Management Accounting*, PHI, 2006.
- ? Manash Gupta, *Cost Accounting Principles and Practice*, Pearson Education,2006
- ? Blocher, Chen, Cookins, Lin, *Cost Management a Strategic Emphasis*, TMH,3/e 2006

## 18. Organisational Behaviour

The objective of the course is to provide the students with the conceptual framework and the theories underlying Organisational Behaviour.

Unit I Introduction to OB - Definition, Nature and Scope –Environmental and organizational context – Impact of IT, globalization, Diversity, Ethics, culture, reward systems and organizational design on Organisational Behaviour.

Unit II Cognitive Processes-I : Perception and Attribution: Nature and importance of Perception – Perceptual selectivity and organization - Social perception – Attribution Theories – Locus of control –Attribution Errors –Impression Management.

Unit III Cognitive Processes-II: Personality and Attitudes - Personality as a continuum – Meaning of personality - Johari Window and Transactional Analysis - Nature and Dimension of Attitudes – Job satisfaction and organisational commitment:

Unit IV Cognitive Processes-III: Motivational needs and processes- Work-Motivation Approaches Theories of Motivation- Motivation across cultures - Positive organizational behaviour: Optimism – Emotional intelligence – Self-Efficacy.

Unit V Dynamics of OB-I: Communication – types - interactive communication in organizations – barriers to communication and strategies to improve the follow of communication - Decision Making: Participative decision making techniques – creativity and group decision making .

Unit VI: Dynamics of OB –II Stress and Conflict: Meaning and types of stress –Meaning and types of conflict - Effect of stress and intra-individual conflict - strategies to cope with stress and conflict.

Unit VII: Dynamics of OB –III Power and Politics: Meaning and types of power – empowerment - Groups Vs. Teams – Nature of groups –dynamics of informal groups – dysfunctions of groups and teams – teams in modern work place.

Unit VIII Leading High performance: Job design and Goal setting for High performance- Quality of Work Life- Socio technical Design and High performance work practices - Behavioural performance management: reinforcement and punishment as principles of Learning –Process of Behavioural modification - Leadership theories - Styles, Activities and skills of Great leaders.

## References

- ✍ Luthans, Fred: Organisational Behaviour 10/e, McGraw-Hill, 2007
- ✍ McShane: Organizational Behaviour, 3e TMH 2006
- ✍ Nelson: Organisational Behaviour, 3/e, Thomson, 2006.
- ✍ Newstrom W.John & Davis Keith, Organisational Behaviour-- Human Behaviour at Work,  
12/e, TMH, New Delhi, 2006.

- ✍ Pierce and Gardner: Management and Organisational Behaviour: An Integrated perspective, Thomson, 2007.
- ✍ Robbins, P.Stephen, Timothy A. Judge, Organisational Behaviour, 12/e, PHI/Pearson , New Delhi, 2007.
- ✍ Pareek Udai: Behavioural Process at Work, Oxford &IBH, New Delhi, 2003.
- ✍ Schermerhorn: Organizational Behaviour 9ed, Wiley 2005
- ✍ Hitt: Organizational Behaviour, Wiley 2005
- ✍ Aswathappa: Orgganisational Behaviour,7/e,Himalaya, 2007
- ✍ Mullins:Management and Organisational Behaviour, Pearson, 2007.
- ✍ McShane,Glinow: Organisational Behaviour--Essentials, TMH, 2007.
- ✍ Ivancevich: Organisational Behaviour and Management, 7/e, TMH, 2006.

**19. Elective I (from any of the elective subjects listed under III semester of the course structure)**

**20. Elective II ( from any of the elective subjects listed under III semester of the course structure)**

**21. Elective III ( from any of the elective subjects listed under III semester of the course structure)**

**22. Industry Analysis and Report followed by Seminar Viva**

Students can choose a specific Industry for Analysis and write their observations as to the trend, future prospectus problems etc., based on secondary source of data such as Economics Times, Financial Express, and Data Base such as Prowess of Centre for Monitoring Indian Economy (CMIE) can be used.

The Evaluation of the Industry Analysis Report and Seminar Viva will be for 50 marks done internally.

## Semester –IV

### 23. Strategic Management

The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

Prerequisite The subjects such as Management Theory and Practice, Financial Management, HRM, Marketing Management, Production and Operations Management taught in First and Second Semesters of the programme.

1. Introduction- Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Concepts of Core Competence, Crafting a strategy.
2. Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Strategy and Competitive advantage.
3. Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies.
4. Strategy Formulation : Strategy Framework For Analysing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations.
5. Strategy Implementation : Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organisational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.
6. Turnaround Strategy, Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures.
7. Diversification Strategy : Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.
8. Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control-

Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

## References

- ? Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
  - ? Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.
  - ? Lawrence R Jauch, R.Gupta & William F.Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006..
  - ? Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, TMH, New Delhi, 2006.
  - ? Hitt, Ireland & Hoskisson: Management of Strategy, 7/e, Thomson 2007
  - ? Saloner, Shepard & Podolny, Strategic Management, John Wiley, New York, 2006.
  - ? Allan Afuah, Business Models: A Strategic Management Approach, TMH, 2007
  - ? Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 9/E Pearson Education, New Delhi, 2004.
  - ? John A.Pearce II & Richard B.Robinson, Jr. Strategic Management: Strategic Formulation and Implementation, AITBS Publishers & Distributors, Delhi, 2006
  - ? Charles W.L.Hill & Gareth R.Jones: Strategic Management Theory: An Integrated Approach, Houghton Mifflin, Boston, 2006.
  - ? Fred R.David Strategic Management Concepts and Cases 9<sup>th</sup> ed Pearson Education 2007
- 1.
- ? .Hill : Strategic Management a n Integrated Approach 6ed Biztantra 2005
  - ? .Parnell: Strategic Management Theory and Practice Biztantra 2005
  - ? .Saloner: Strategic Management Wiley 2005
  - ? Fitzroy: Strategic Management Wiley 2005

## 24. Management of Technology

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

### **\*Students need Discounting Table and Statistical Table to solve problem**

1. The Process of Technological Innovation: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation.
2. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development.
3. Creativity and Problem Solving: The Creative Process, Creative Individuals, Main Characteristics, Techniques For Creative Problem Solving.
4. Financial Evaluation of Research and Development Projects: The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.
5. Research and Development: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management.
6. New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialisation of Research Outcomes, Industrial Design,

Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

7. Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status.
8. Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

## References

- ✍ Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.
- ✍ V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.
- ✍ Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.
- ✍ IGNOU Course material on Technology Management.
- ✍ P.N.Rastogi, Managing Creativity, Macmillan India Ltd, 2003.
- ✍ William L Miller and Longdon, Morris, Fourth Generation R & D, John Wiley & Sons Inc.
- ✍ Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, TMH, 2004.
- ✍ Pradip N Khandwalla: Corporate Creativity, TMH, 2006.
- ✍ White: The Management of Technology & Innovation Thomson, 2007.

## 25. Elective-IV (from any of the elective subjects listed under IV semester)

**26. Elective-V (from any of the elective subjects listed under IV semester)**

**27. Project Work**

Students are required to work the entire fourth semester on the project even as they undergo the assigned course work of this semester. The students can choose specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before they commence the project work it is suggested that they write a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for their subsequent work. The project should have an internal faculty as guide.

**Electives for III- Semester**

**1. Services Marketing:**

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product. The pre-requisite for this course is Marketing Management offered in II semester

1. Understanding services marketing: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.
2. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.
3. Services market segmentations: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.
4. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
5. Pricing strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.
6. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
7. Planning and managing service delivery: Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.
8. Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

## References

- ? Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing—Integrating Customer Focus Across the Firm, 3/e, TMH, 2007.
- ? Thomas J. DeLong & Asish Nanda: Managing Professional Services—Text and Cases, McGraw-Hill International, 2006.
- ? Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2006.
- ? Mark Davis, Managing Services People and Technology, McGraw-Hill International, 2006
- ? Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2007.
- ? Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2006.
- ? James A. Fitzsimmons, Services Management—Operations, Strategy and Information Technology, 3/e, McGraw-Hill International, 2006.
- ? Rajendra Nargundkar, Services Marketing 2<sup>nd</sup> Ed Mc Graw Hill companies 2007
- ? Hoffman, Services Marketing 3/e Thomson 2007

## **2.Consumer Behaviour**

The objective of the course is to enable students understand the perspectives of Consumers and their buying behaviour. The pre-requisite for this course is Marketing Management offered in 2<sup>nd</sup> semester.

- 1 Introduction to Consumer Behaviour- Consumer Behaviour and Marketing Strategy, Understanding consumers and market segments. Evolution of Consumer Behaviour, Consumer analysis and business strategy.
- 2 Psychological Foundations of Consumer Behaviour - Consumer Motivation, Consumer Perception, Personality and Consumer Behaviour, Learning and Behaviour Modification, Information Processing, Memory Organisation and Function, Attitude Formation and Attitude Change.
- 3 Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence.
- 4 Communication and Consumer Behaviour – Components of communications process, designing persuasive communication and Diffusion of Innovations.
- 5 Consumer Decision Processes - High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.
- 6 Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.
- 7 Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.
- 8 Consumer Protection : Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

### **References**

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- ? Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2007
- ? Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2007.
- ? Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2006
- ? Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2007
- ? Roger D. Black Well et al, Consumer Behaviour, 10/e Thomson, New Delhi, 2006
- ? Henry Assael, Consumer Behaviour, 6/e, Thomson, New Delhi, 2007

? Michael R.Solomon, Consumer Behaviour,5/e,PHI,New Delhi,2006

### 3. Retailing Management

The objective of the course is to enable students to have a deeper insight into the working of Retailing Sectors. The pre-requisite for this course is Marketing Management offered in 2<sup>nd</sup> Semester.

1. Introduction to the world of Retailing: Advent of retailing -Functions of retailing - Types of retailing -Customer buying behavior.
2. Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning.
3. Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures.
4. Merchandize Management: Merchandize planning - Sources of merchandize - Category Management - Buying systems to stores - Allocation of merchandize.
5. Pricing and Communication Strategies in Retailing: Retail pricing strategies – Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.
6. Store Management :Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics.
7. Location strategies: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.
8. Retailing in India: The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

### References

- ✍ Levy & Weitz, Retailing Management ,5<sup>th</sup> Ed, TMH, 2006.
- ✍ Swapna Pradhan Retailing Management Texts & Cases McGraw Hill Companies 2007.
- ✍ A.J.Lamba, The art of Retailing,1<sup>st</sup> Ed, TMH, 2006.
- ✍ Andrew J Newmann & Petes cullen, 1<sup>st</sup> Ed, Thomson Learning, 2007.
- ✍ George H Lucas, Robert P Bugh & Larry G. Gresham 1997 1st, AIPD.
- ✍ Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach,8<sup>th</sup> Ed, Pearson Education,2006.
- ✍ Gilbert : Retail Marketing Management, Pearson Education.

## **4.Security Analysis and Portfolio Management**

The objective of the course is to provide students an understanding of working of capital markets and management of portfolios of stocks. The pre-requisite for the course is Financial Accounting and Analysis and Financial Management.

### **\*students need discounting and statistical table to solve problems**

1. Investments: The investment environment, classification and functions of financial markets and financial instruments. Securities trading – types of orders, margin trading, clearing and settlement procedures.
2. Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, Markowitz Portfolio Theory mean – variance approach, business risk and financial risk and treatment in portfolio management.
3. Equilibrium in Capital Market: The Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory, Market Efficiency- Weak form, semi strong form, Strong form of Efficient market hypothesis.
4. Analysis and Valuation of Bond: Bond Fundamentals, Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.
5. Equity Valuation Model: Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/ Book value, Price/sales ratio, Economic value added (EVA).
6. Security Analysis: Macroeconomic, industry analysis and company analysis. Technical Analysis
7. Derivatives: Overview of derivative markets, Option markets, option strategies and option valuation, Futures markets, strategies and pricing. Stock index futures, interest rate futures, Swaps contracts.
8. Active Portfolio Management: Mutual Funds Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition.

### **References**

- ? Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management,7/e Thomson Publications, 2006.
- ? William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey, Investments, 6<sup>th</sup> edition, Prentice Hall, 2006.

- ? ZVI Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty, Investments, 6<sup>th</sup> edition, Tata Mc graw Hill, 2006.
- ? Donald E. Fischer and Ronald J.Jordan, Security Analysis and Portfolio Management, 6/e, Pearson Education, 2007.
- ? Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2006.
- ? Charles P. Jones, Investments Analysis and Management, ninth Edition, John Wiley & Sons, 2006
- ? S.Kevin, Security Analysis & Portfolio Management, Prentice Hall,2006.
- ? M.Ranganatham and R.Madhumathi, Investment Analysis and Portfolio Management,pearson education, 2006.
- ? V.A.Avadhani, Securities Analysis and Portfolio Management, 8/e Himalaya Publishers, 2006
- ? Herbert B.Mayo, Investments- An Introduction, Thomson Publications, 2006.
- ? Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2007
- ? John C.Hull, Options, Futures and other Derivatives, Pearson education - PHI, 2007.
- ? Robert A.Strong, Derivatives – An Introduction, Thomson publications, 2006.

## **5. Financial Institutions, Markets and Services**

The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved, the framework for these institutions etc. The pre-requisite for the course is Financial Accounting and Analysis and Financial Management.

1. The structure of financial system; Equilibrium in financial markets; Indicators of Financial Development, Financial system and economic development ; Financial Sector reforms after 1991.
2. Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, NABARD, SIDBI, and SFCs .
3. The banking Institutions: Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations. Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.

4. The Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.
5. Financial Markets: Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits.
6. Securities markets – Organisation and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets
7. Asset/fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.
8. Investment Banking: Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

### **References**

- ? L.M.Bhole, Financial Institutions and Markets, 4/e Tata McGraw Hill, 2006.
- ? Frederic S.Mishkin and Stanley G.Eakins, Financial Markets and Institutions, Pearson Education, 2006.
- ? M.Y.Khan , Financial Services, 3/eTata McGraw-Hill, New Delhi, 2004.
- ? S.Gurusamy, Financial Services and System, Thomson Publishers, 2004.
- ? Meir Kohn, Financial Institutions and Markets, Oxford University Press, 2007.
- ? Anthony Saunders and Marcia Millon Cornett, Financial Markets and Institutions, Tata Mcgraw Hill, 2007.
- ? Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson education, 2007.
- ? Nalini Prava Tripathy, Financial Services, Prentice Hall,2007.
- ? Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3/e, Pearson Education Asia, 2006.

## **6. Data Warehousing and Data Mining**

The objective of the course is to give an understanding Data Warehousing and Data Management concept

1. Managing Data: Individual Data Management, Organisational Data Management, Components of Organisational Memory, Evaluation of Database Technology
2. File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.
3. Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLCC)
4. Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture
5. Data warehousing Introduction: What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.
6. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.
7. Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.
8. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

### **References:**

- ✍ Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006

- ✍ Berson Smith, Data Warehousing, Data Mining 7 OLAP, Tata McGraw-Hill , 2007
- ✍ Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
- ✍ Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006
- ✍ Alex Berson, Stephen Smith & Kurt Thearling: Building Data Mining Applications for CRM, Tata McGraw-Hill , 2007.
- ✍ Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006
- ✍ Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2006.
- ✍ Efrem G Mallach: Decision Support and Data Warehouse Systems, Tata McGraw-Hill, New Delhi, 2006..
- ✍ Michael J.A. Berry, Gordon S.Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.
- ✍ Paulraj Ponniah, Data Warehousing Fundamentals, WILEY-India, 2006
- ✍ Imhoff, Galemno, Geiger, Mastering Data Warehousing Design, Wiley-Inda, 2006.
- ✍ Karguptha, Data Mining, PHI, 2006

## 7. e-Business

The objective of the course is to provide students with a good knowledge of e-commerce and e-business principles and practices.

1. e-Business Strategy and Models: e-Business –elements, roles and their challenges, e-Business requirements & its impact, Inhibitors of e-business, e-Business-Strategy, Business Models
2. e-Markets: Functions, e-Markets vs Traditional Market, effects of e-Markets, e-Markets success factors e-Markets Technology solutions
3. e-Procurements: The purchasing process, Developments in purchasing, IT and Purchasing, e-procurement-Models, Components, Auctions , e-Procurement solutions
4. Security and Reliability for e-business: Reliability and Quality considerations, Quality requirements, Risk Management, Trust, e-business risks, e-Business security, realizing a secure e-Business infrastructure
5. Approaches to Middleware: Middleware, Messaging, Remote Procedure calls (RPC, Remote Method Invocation (RMI), Message –Oriented Middleware (MOM), Data-access middleware, Transaction -oriented middleware, Distributed – object middleware, Newer generation frameworks

6. Leveraging Legacy Applications: Enterprise information systems and legacy enterprise assets, Strategies for modernizing legacy systems, Non-invasive approaches, Invasive approaches, Legacy modernization techniques
7. Enterprise application and e-business Integration: overview of Enterprise application and e-business Integration, topologies for integration, Types & layers of application integration, patterns of business integration, Integration Challenges.
8. e-business Solutions and Protocols: Concept of software and web services, web services- Types, characteristics, service-oriented architecture, technology stack, Standards, Required business standards and protocols. Review of applicable IT Laws  
\* *Case Studies and Web exercises*

#### References

- ? Michael P.Papazoglou & Pieter M.A. Ribbers, e-Business, 1/e, WILEY – India, 2006.
- ? Napier, Creating a winning e-business, 2/e Thomson, 2007.
- ? Kalakota, e-business2.0 : Roadmap for success, Pearson Education, 2006
- ? Kamalesh K Bajaj & Debjani Nag: ECommerce, the Cutting Edge of Business- Tata McGraw-Hill, 2006.
- ? Canzer, e-business and e-commerce, 1/e. Biztantra, 2005.
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- ? Schneider, Electronic Commerce, 7/e Thomson Publications, New Delhi, 2007.
- ? Joseph, e-commerce, 2/e, Prentice-Hall India , 2006.
- ? Elias M.Awad: Electronic Commerce from vision to fulfillment, 3/e, Prentice-Hall India & Pearson Education, 2006.

## 9. STRATEGIC HUMAN RESOURCE MANAGEMENT

The objective of the course is to enable students have a strategic perspective of human resource management. The pre-requisite for the course is course in HRM offered in 2<sup>nd</sup> semester.

Unit I Context of SHRM: Strategic role of HRM, Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance- challenges in SHRM – Evolving strategic role of HRM..

Unit II Investment perspectives of HR- investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Nontraditional investment Approaches- Strategic HR Planning – Types of HR Planning – Job Analysis and SHRM- Design and Redesign of work systems –cases.

Unit III Staffing: Recruitment and Selection – New Approaches to Recruitment - outsourcing – Hiring considerations for BPOs - interviewing and testing – training and development – Linkage between training and strategy - cases.

Unit IV Performance Management: Strategic performance management – competency based performance – Measures of evaluation – Shortcoming of performance management systems – Addressing the short comings- Work life integration - HRD Approaches for Work life balance -

Unit V: Compensation: Reward system of compensation and non-compensation dimensions – organizational and strategic compensation issues - Team based pay and incentives – legal issues in compensation – Executive compensation -cases.

Unit VI Employee Separation: strategic downsizing - Lay offs, turnover, strategic retention –cases.

Unit VII Global HRM: Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Strategic global HRM –Assessing culture – Strategic HR issues in global assignments-Improving international Assignments through selections, Training and maintaining international Employees, Developing international Staff and Multinational Teams-- Approaches to international Compensation-Compensation trends, Objectives of international Compensation, , Issues related to double taxation.- Repatriation – cases.

Unit VIII Managing Strategic Organizational renewal- Managing change and OD, instituting TQM Programmes, Creating Team based Organisations, HR and BPR, Flexible work arrangement.

## References

- ? Mello: Strategic HRM, Thomson, 2/e, 2007
- ? Dreher: Human Resource Strategy 1e, 2005 TMH
- ? Tanuja Agarwala: Strategic HRM, Oxford, 2007.
- ? Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2006.
- ? Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2006.
- ? Richard I.Henderson: Compensation Management in a Knowledge-based World 10/e, Pearson, 2007.
- ? Belcourt: Strategic HR Planning, 2/e Thomson, 2007.

## 9. Management of Industrial Relations

The objective of the course is to give a good understanding of Industrial Relations situation in India and its impact on working of companies. The prerequisite for the course is HRM offered in 2<sup>nd</sup> semester.

1. Industrial Relations : Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth.

2. Trade Unions- introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems- Non-Union firms –Management of Trade Unions in India.
3. Collective Bargaining: Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the labour-management relations in the post-liberalised India- a review of the response of collective bargaining strategy to the challenges of Globalisation and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.- – negotiating techniques and skills – drafting of an agreement.
4. Tripartism and Social Dialogue: Types and levels of tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.
5. Labour Legislation-I –Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948
6. Labour Legislation II: The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, fringe benefits - Profit sharing and stock options – institutional frame work – National wage policy – Contemporary issues in Wage systems-
7. Labour Legislation III: Industrial Disputes Act, 1948 -Grievance Handling Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders-Code Discipline.Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India-
8. Contemporary issues in Industrial Relations: Labour Policy and Labour Reforms- Employee Participation - Quality of Work Life- Employment security and management of redundancies – Managing good industrial relations.

## References

- ? Venkataratnam, C.S.: Industrial Relations, Oxford University Press, 2006.
- ? Arun Monappa: Industrial Relations, TMH , New Delhi,2003
- ? Venkataratnam,C.S.: Negotiated Change –Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
- ? Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson 2007.
- ? P.K.Padhi: Labour and Industrial Laws,PHI, 2007.

## 10. Business Ethics

The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business.

1. Ethical theories and Approaches, Traditional theories and its application to Modern Decision making, Individual decision making
2. Ethical analysis based on understanding of perceptual differences. A decision making model. Ethics and Corporate responsibility, Social responsibility.
3. Corporate Strategy and Decision making, Accountability, Moral Leadership and Business Ethics. Ethical dilemmas regarding Competitive intelligence.
4. Corporate culture and Reputation Management, Managing Ethics and Legal Compliance.
5. Ethics and HRM . Values of the employment relationship, Downsizing and its ethics, balance of power, drug testing, comparable worth, employee loyalty. Discrimination and affirmative action, case studies.
6. Ethics and Marketing, Marketing ethics, advertising ethics, ethics in business competition, case Studies.
7. Ethics in Finance: Insider trading, ethical investment, case studies.
8. Ethical implication technology, ethics in natural and global environment, Corporate environmental responsibility.

### REFERENCES:-

- ✍ Laura P Hartman, "Perspectives in Business Ethics", 2<sup>nd</sup> ed. Tata McGraw Hill.
- ✍ Manuel G.Velasquez, Business Ethics, Concepts PHI 2007.
- ✍ Velasquez, Business Ethics, A Teaching and Learning Classroom Edition: Concepts and Cases, 6/e Pearson Education.
- ✍ S.K.Chakraborty, The Management and Ethics Omnibus. Oxford University Press 2007.
- ✍ Joseph W.Weiss:Business Ethics—A Stakeholder and Issues Management Approach, Thomson, 2004.
- ✍ William H.Shaw, Vincent Barry:Moral Issues in Business, Thomson, 2004.
- ✍ R.C.Sekhar:Ethical Choices in Business, Response Books,2002.
- ✍ R.P.Banerjee:Ethics in Business and Management, Himalaya,2003.

## 11. Entrepreneurship

The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business.

1. Nature of Entrepreneurship; Essential features, attitude and leadership of entrepreneur  
Characteristics, Qualities and skills, functions of entrepreneur, Ethics in entrepreneur Entrepreneur scenario in India and Abroad.
2. Forms of Entrepreneurship: Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, joint stock company, Important features of Various types of businesses, corporate entrepreneurship, intrapreneurship, Role of Government in the promotion of Entrepreneur, State Enterprises in India.
3. Aspects of Promotion: Opportunity Analysis, SWOT Analysis, Internal and External Environment Analysis, Technological Competitiveness, Entrepreneurs and legal regulatory systems, patents and trademarks, Intellectual Property Rights.
4. Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle, Project Planning, Feasibility, SWOT Analysis, Product and Process Development, Major steps in product development.
5. Financial Aspects of the Entrepreneurship: Source of Capital, Debt-Equity Financing Commercial Banks, Bank Loans, Assessment of Benefits and Costs, Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Types of Investors and Private Offerings.
6. Entrepreneurial Strategy: Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.
7. Women Entrepreneurship: Introduction, The dynamic need, entrepreneurship in a Developing economy, the scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India, Issues of employment generation.
8. Rural Entrepreneurship and EDPs: Need, Rural Industrialisation, NGO's and Rural Entrepreneurship, Need for EDP,s, Objectives of EDPs, course contents and curriculum of EDPs, Phases of EDPs, & Evaluation of EDPs

### References:

- ? H. Nandan, Fundamentals of Entrepreneurship, PHI, First Edition, New Delhi, 2007.
- ? Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.

- ? Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- ? Madhurima Lall, Shikha Sahai, entrepreneurship, Excel Books, First Edition, New Delhi, 2006.
- ? S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
- ? Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship And Small Business Management, Fourth Edition, Pearson, New Delhi, 2006
- ? S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth And A key to Business Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), New Delhi, 2007

## **12. Knowledge Management:**

The objective of the course is to provide the basics of the emerging area of Knowledge Management to students

1. The Knowledge Economy: Leveraging Knowledge, Data-Information-knowledge-Wisdom relationship, organizational knowledge, characteristics and components Of organizational knowledge.
2. The Knowledge Society: Building knowledge societies, Indian knowledge root, the Beginning of knowledge and the Grey Revolution. The knowledge vision and the organizational strategy.
3. Knowledge Management and Enterprises: Momentum and Rationale for KM, Aims And Historical Perspective of KM, Need for knowledge organizations and measures for meeting the challenges of implementing KM programmes
4. Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, ERP and BPR, Data Warehousing and Data Mining.
5. Future of Knowledge Management and Industry perspective: Companies on the road to knowledge management, Knowledge Management in Manufacturing and and service industry, challenges and future of Knowledge Management.
6. The Knowledge Process: Universal appeal, Stages of KM Process, Knowledge Capital vs physical capital, Customer Relationship Management, Business Ethics And KM, The Promise of Internet and the Imperatives of the new age.
7. Implementation of Knowledge Management: Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM ,the Indian experience, Net Banking in India.
8. Knowledge Management and Organisational Restructuring: Power of Innovation, Sculpting learning communities, Peter senge's Learning Organisations, Enabling & Empowering, KM implementation issues, knowledge networks implementation & The Mystique of a Learning Organisation.

**References:**

- ? A. Thothathri Raman, Knowledge Management, First Edition, Excel Books, New Delhi, 2004.
- ? Awad, Knowledge Management, Pearson Education, 2007.
- ? Mattison, Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2007
- ? Barnes, Knowledge Management systems, 1/e, Thomson, 2006.
- ? Tiwana, The Knowledge Management tool kit: Practical techniques for building a knowledge management systems, 2/e, Pearson Education, 2006.
- ? Harish Chandra Chaudhary, Knowledge Management for competitive advantage, first edition, Excel Books, New Delhi, 2005.
- ? Warier, Knowledge Management, Vikas Publishing House, 2007
- ? Sislop, Knowledge Management, Oxford University Press, New Delhi, 2007
- ? Debowski, Knowledge Management, Wiley Student Edition, Wiley India, 2007
- ? P. David Jawahar Ramesh Venkatraman, Perspectives of HR and IT Management First Edition, Excel Books, New Delhi, 2007.

**Electives for IV Semester****1. International Marketing**

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities. The prerequisite for the course is Marketing Management taught in II semester.

1. International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing , Differences between international and domestic marketing . Need for international trade, trends in foreign trade.
2. International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment ,Business Customs in International Market.
3. Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting .

4. International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting , Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.
5. International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.
6. International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.
7. Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions , Grey Market goods, Transfer pricing, Global Pricing – Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.
8. Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

### **References**

- ? Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2006.
- ? Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2007.
- ? Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2006.
- ? Subhash C. Jain, International Marketing, 6/e, South-Western, 2006.
- ? Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2007.
- ? Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2006.
- ? Roger Bennett & Jim Blythe. International Marketing Strategy Planning Market Entry & Implementation, 3<sup>rd</sup> ed Kogan Page Ltd. 2005.
- ? Michael Czinketa: International Marketing 8/e Thomson 2007

## **2. Advertising, Sales Promotion and Distribution**

The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Distribution and Promotion. The prerequisite for the course is Marketing Management offered in II semester.

1. Advertising: Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix.
2. Organising for Advertising: Advertising department and advertisement manager, objectives and functions - Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and service, client agency relationship.
3. Advertisement budgets: Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share.
4. Ad media: Characteristics, media selection, optimizing and non optimizing approaches, media scheduling, media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.
5. Advertisement: Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.
6. Advertisement effectiveness: Pre-testing, post testing, experimental designs.
7. Sales Promotion: Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques. Publicity: Public relations campaign, use of press, radio and TV, opinion building, customer service and community service.
8. Public Relations, Publicity and corporate advertising. Process of PR, Publicity, power of publicity, control and dissemination of publicity, advantages and disadvantages.

### **References**

- ? Spiro, Stanton & Rich: Management of Sales Force, TMH, 2007.
- ? George E Belch and Michael A Belch, Advertising and Promotion, 6<sup>th</sup> Edition, TMH, 2006.
- ? Batra : Advertising Management 5/e Pearson Education, 2007.
- ? Jobber : Selling and Sales Management 6/e Pearson Education.
- ? Clow : Integrated Advertising, Promotion and Marketing Communications Pearson Education, 2007.
- ? Wells : Advertising :Principles and Practice 6/e Pearson Education.
- ? SHH Kazmi, Satish Batra, Advertising & Sales Promotion 2<sup>nd</sup> ed Excel Books 2006

### **3. International Financial Management**

The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global

manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

? **Discounting and Statistical tables need be provided to students for examination.**

1. International Financial Management: An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.
2. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends.
3. International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
4. Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market.
5. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.
6. Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.
7. Long term Asset –liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans.
8. Short-term Asset–Liability Management: International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

## References

- ? Alan C. Shapiro, *Multinational Financial Management*, 7/e, John Wiley, 2006.
- ? Jeff Madura, *International Corporate Management*, 8<sup>th</sup> edition, Thomson Publications, 2007.
- ? S.Eun Choel and Risnick Bruce, *International Financial Management*, 3/e Tata McGraw Hill, 2006
- ? P.K Jain, Josette Peyrard and Surendra S. Yadav, *International Financial Management*, Macmillan Publishers, 2006.
- ? P.G.Apte, *International Financial Management*, 4/e Tata McGraw-Hill, New Delhi, 2007.
- ? Madhu Vij, *International Financial Management*, second edition, Excel Books, 2005.
- ? Maurice D. Levi, *International Finance*, 3<sup>rd</sup> edition, Tata Mc Graw-Hill, New Delhi, 2006
- ? David K. Eiteman, Arthur I. Stonehill and Michael H. Moffeth, *Multinational Business Finance*, 10<sup>th</sup> edition, Pearson Education 2006.
- ? Michael Melvin, *International Money and Finance* 7/e Pearson Education, 2005.
- ? Ephraim Clark, *International Finance*, Thomson Publications 2/e, 2007
- ? Reid W. Click & Joshva D. Coval, *The theory and practice of International Financial Management*. Prentice Hall India, 2007.

## 4. Strategic Investment and Financing Decisions

The objective of the course is to provide students with a knowledge of investment and Financing decisions from the strategic perspective.

The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

- ? **students need to be provided with discounting and statistical table for examination**

1. Investment decisions: Project Investment Management vs. project management-introduction to selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional methods of appraisal and discounted cash flow techniques, equivalence of NPV and IRR, The case of intangible benefits and costs. Profitability Index and Excess present value Index.

2. Investment decisions under conditions of uncertainty: Discussion on risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation.
3. Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Techroin, Robichek and Mordalbasso (TRM) solution in dealing with pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.
4. Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.
5. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.
6. Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Mergers and acquisitions in Capital Budgeting, cash vs. equity for financial mergers.
7. Financing Decisions: International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory –the Signaling Model.
8. Financial Distress: Consequences, Issues, bankruptcy, settlements, reorganization and Liquidation in Bankruptcy.

## References

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- ? Prasanna Chandra , Projects: Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2006
- ? James P. Lewis, Project Planning, Scheduling and Controlling,3/e,TMH 2004
- ? Bodie, Kane, Warcus: Investments Tata McGraw-Hill, New Delhi, 2006,
- ? Brigham E.F & Houston J.F., Financial Management, Thomson Publications, 2006.
- ? V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd.,
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- ? V. K. Kapoor, Operations Research, Sultan Chand & Sons, New Delhi, 2005.
- ? Richard Pike & Bill Neale: Corporate Finance & Investment—Decisions and Strategies, 2/e, PHI, New Delhi, 2006.
- ? Alexander : Fundamentals of Investment 3/e Pearson Education,2006

? Lawrence J. Gitman, Principles of Managerial Finance, 11/e, Pearson Education 2007

## **5. Information Systems Control & Audit**

The objective of the course is to provide students with a knowledge of control of Information Systems and Audit. The prerequisite for the course is knowledge of ERP & MIS .

1. Overview of Information System Auditing-Conducting an Information Systems Audit, Overview & steps in an Audit.
2. The Management Control Framework-I: Introduction, Systems Development Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process,
3. The Management Control Framework-II: Security Management Controls, Operations management Controls, Quality assurance Management Controls.
4. The Application Control Framework-I : Boundary Controls, Input Controls,
5. The Application Control Framework-II: Processing Controls, Database Controls, output Controls.
6. Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires ,and Control Flowcharts. Performance Management tools.
7. Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency.
8. Information Systems Audit and Management: Managing the Information Systems Audit Function, Introduction, Planning Function, Organising Function, Staffing Function, Leading Function, Controlling Function, Some Features of Information Systems Auditing..

## **References**

- ? Ron Weber, Information Systems Control and Audit, Pearson Education, 2006.
- ? James A.Hall: Information Technology Auditing and Assurance, 2/eThomson, 2006.
- ? David Ricchiute: Auditing and Assurance Services, 7/e, Thomson, 2003.
- ? Davis, IT Auditing, Tata McGraw-Hill , 2007

- ? Cannon, Bergmann, Pamplin, CICA- certified Information Systems Auditor, Study Guide, 1/e , Sybex, WILEY- India, 2006.
- ? Ronald, Russel, The CISSP prep Guide, 2/e. WILEY – Dreamtech India pvt Ltd, 2006.

## 6. Decision Support Systems

The objective of the course is to provide an understanding of Decision Support System for Management decisions. The prerequisite for the course is knowledge of ERP & MIS.

1. Decision- Making and Computerized support- Management support systems : an overview , decision-Making Systems, Modeling, and Support
2. Overview of Decision Support System, Modeling and Analysis, DSS Development,
3. Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.
4. Application of DSS to Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.
5. Non-Optimising Models of DSS, Simulation Techniques and Monte- Carlo Methods.
6. Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.
7. Introduction to Artificial Intelligence (AI): An Overview of AI– AI Technologies in Business, Domains in AI, Neural networks, Fuzzy logic systems in Business, Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.
8. *Case Studies*

### References

- ? Efraim Turban, Jay E. Aronson, Ting-Peng Liang: DSS and Intelligent Systems, PHI & Pearson Education, 2007.
- ? Macllah: Decision Support Systems and Data Warehousing, Tata McGraw-Hill , 2003.
- ? Stevenson, Introduction to Management Science, 1/e, Tata McGraw-Hill , 2007.
- ? James A Obrien, george M Marakas: Management Information systems, 7/e, Tata McGraw-Hill, 2007.

- ? George M..Marakas:Decision Support Systems in the 21<sup>st</sup> Century, 2/e, PHI & Pearson Education, 2006.
- ? Render, Quantitative analysis for Management, 8/e, Pearson Education, 2006
- ? Anderson, Introduction to Management Science & Quantitative techniques for Decision Making, Thomson, 2006
- ? Hiller, Lieberman, Operations Research: Concepts & Cases, 8/e, Tata McGraw-Hill , 2006.
- ? C.S.V.Murthy: *Management Information System*, Himalaya Publishing House ,2006

## **7. Performance Management (PfM)**

The objective of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

1. Introduction – Definition, concerns and scope – Historical developments in Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - processes for managing performance – Essence and Implications of Performance Management-critical appraisal.
2. PfM Theatre: PfM System – PfM Theatre – Planning Managee Performance and Development – Monitoring Managee Performance & Mentoring Managee Development- Annual Stock Taking.
3. Planning for Managee’s performance and Development: Setting objectives – Organisational and individual performance plans - Components of Managee performance and development plan – setting mutual expectations and performance criteria.
4. Monitoring and Mentoring: introduction – Supervision – Objectives and Principles of Monitoring – monitoring process – periodic reviews – problem solving - engendering trust – role efficacy.
5. Annual stocktaking: Stock taking performance – process of Judgment vs process of analysis – stock taking discussions – Delivering efficient feedback – 360-Degree Feedback- stocktaking potential – Tools for stocktaking potential.
6. Appraising for Recognition & Reward: Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system – Appraisals and HR decisions.
7. Organisational effectiveness: Role of Leadership and Change in organizational effectiveness – rules of thumb for change agents – performance management skills – Operationalising change through performance management.

8. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams.

## References

- ? Prem Chadha: Performance Management, Macmillan India, New Delhi, 2006.
- ? Williams: Managing Employee Performance, Thomson, 2006.
- ? T.V Rao, Counseling and Guidance TMH
- ? Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
- ? T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel, 2006.
- ? David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
- ? Henderson : Compensation Management in a Knowledge Based World 9/e Pearson Education, 2007.

## 8.Management of Change

The objective of the course is to enable managers cope up with the changes that take place constantly in business. The prerequisite for the course is knowledge of HRM and Organisational Behaviour subjects.

1. Change Management: Introduction, An overview of change, Forces of Change, Types of Change, change models, change programmes – change levers-Change as growth – change as transformation – change as turnaround – Value-based change - Cases.
2. Mapping and diagnosing change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- A multidisciplinary approach- Cases..
3. Change Diagnosis: Diagnosis Models and Component Analysis – diagnosing readiness to change- Cases..
4. Resistance to change: Factors contributing to resistance, cognitive and affective processes, recognizing resistance, Managers as resistors to change - suggestions to manage resistance- Cases.
5. Implementing change-I : Organisation Development - Meaning, Nature and scope of OD - Dynamics of planned change – Person-focussed and role-focussed OD interventions –Planning OD Strategy – Implementing change through OD, Appreciative inquiry and sense-making approaches- Cases..
6. Implementing change-II: Contingency and Processual Approaches to implementing change- Cases.
7. Linking vision and Change: Content of meaningful vision – Strategies for communicating change- Cases..

8. Consolidating change: Actions to consolidate to change – Signs of consolidation of change - caution to be observed- Cases..

### **References**

- ? Palmer, Dunford, Akin: Managing Organisational Change—A multiple perspective Approach, TMH, 2007.
- ? V.Nilakant and S.Ramnarayan: Managing Change, Response Books, New Delhi, 2007
- ? Radha R Sharma: Change Management—Concepts and Applications, TMH, 2007
- ? Robert A Paton and James McCalman, Change Management: A Guide to Effective Implementation 2/e.Response Books, New Delhi, 2006.
- ? Harvard Business Essentials: Managing Change and Transition, HBS Press, 2007.
- ? Joseph W. Weiss: Organisational Behaviour and Change-- Managing Diversity, Cross cultural dynamics and Ethics. Thomson Learning, New Delhi, 2007.
- ? Harvard Business Essentials:Coaching and Mentoring, HBS Press, 2007.
- ? Harvard Business Essentials: Creating Teams with an Edge, HBS Press, 2007.
- ? Thorn Hill Managing Change, 2005 Pearson.