



Viswambhara Educational Society

VAAGDEVI DEGREE & P.G.COLLEGE

Kishanapura, Hanamkonda, T.S

(Approved by A.I.C.T.E., New Delhi, Affiliated to Kakatiya University & TSCHE)



DEPARTMENT OF MBA

1	MBA	PROJECT REPORT & VIVAA-VOCE
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KAKATIYA UNIVERSITY WARANGAL

RULES AND REGULATIONS GOVERNING MBA Course under CBCS with effect from the Academic Year 2016-2017

1. The Course

The duration of MBA programme is two academic, years consisting of Four Semesters - two semesters in each year - each semester of 14-16 weeks duration.

Students who join MBA programme shall not take -up any employment either part-time or full-time during the University academic working hours. Students who are admitted to MBA course and who are subsequently found to be in employment during the University academic working hours anywhere in India will cease to be students of the course.

2. Admission

Candidates possessing a Bachelor Degree in any discipline (Excluding B.O.I, and B.F.A) with 50% aggregate marks (45% in case of reserved categories) and qualified in ICET exam are eligible for admission to MBA programme subject to the rules and regulations of the University from time to time.

3. Course Structure, Hours of instruction per week and Aggregate marks

The MBA programme offers in all 28 papers consisting of 22 core papers and 6 elective papers apart from Viva-voce and project report. In addition to one foundation course and two open electives. The details of semester-wise subjects, hours of instruction per week, credits per paper are given in Appendix – 1.

MBA COURSE STRUCTURE

No	Code	Nature	No. of Papers	Semester	Credits
1	CORE	Core	16 @ 4 ppw	I(5)II(5)III(3) IV(3)	64
2	GE	Generic Electives	4@4ppw	III(2)IV(2)	16
3	OE	Inter Disciplinary (1+1 = 2)	2@ 4 ppw	III (1) and IV (1)	8
4	ELE	Electives (Discipline Centric)	6 @ 4ppw	III(3) IV(3)	24
5	VIVA	First Year End Viva			2
6		Project Report & Viva Voce	1	IV	4
Total			29		118

4. Examination and Assessment

Under Choice Based Credit System(CBCS), the candidates are awarded grades and CGPA
Letter Grades and Grade Points

- i. Absolute grading method is adopted to convert marks into grades based on Predetermined Class Intervals.
- ii. Pre determined Class Intervals (marks), Grade points and Letter grades are presented here under.

Grades and Grade Points

Range of Marks obtained in a Course	Grade Point	Explanation	Letter Grade
85 – 100	O	Outstanding	10
70 – 84	A	Very Good	9
60 – 69	B	Good	8
55 – 59	C	Above Average	7
50 – 54	D	Satisfactory	6
40 – 49	E	Pass	5
Less than 40	F	Fail	0
Absent	Ab	Absent	-

- iii. A student obtaining Grade F shall be considered failed and will be required to reappear for the examination.

Computation of SGPA and CGPA

The following procedure is adopted to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$\text{SGPA} (S_i) = \sum (C_i \times G_i) / \sum C_i$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \sum (C_i \times S_i) / \sum C_i$$

Where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the memorandum of marks.

Illustration of Computation of SGPA and CGPA

- i. Computation of SGPA and CGPA

Illustration for SGPA

If a candidate secure different grade in different courses, the SGPA of each Semester of the candidate is arrived as illustrated.

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit X Grade)
Course 1	4	B	8	4X8 = 32
Course 2	4	C	7	4X7= 28
Course 3	4	B	8	4X8 = 32
Course 4	4	B	8	4X8 = 32
Course 5	4	C	7	4X7= 28
Course6	4	B	8	4X8 = 32
Course 7	4	B	8	4X8 = 32
	28			216

Thus, $\text{SGPA} = 216/28 = 7.71$

Illustration for CGPA

Semester 1	Semester 2	Semester 3	Semester 4
Credit: 28	Credit : 30	Credit: 28	Credit:32

SGPA: 7.71	SGPA: 6.98	SGPA: 6.22	SGPA: 7.23
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Thus, **CGPA** = $(28 \times 7.71) + (30 \times 6.98) + (28 \times 6.22) + (32 \times 7.23) / 128 = 6.49$

Viva-Voce:

There shall be Viva-voce at the end of II semester and at the end of IV semester with 50 marks for each Viva-voce. The Second semester end Viva-voce is based on the subjects studied in I and II semesters. The forth semester end Viva is based on the subject studied and the project report.

The Second Semester end Viva-Voce Committee shall be as under:

There will be Two members in viva committee.

One - Member from the faculty of the University Department/ University constituent colleges.

One - Faculty member nominated by the Principal of the concerned college.

In case of University Campus colleges, both the members will be nominated by the Chairman, BOS from among the faculty of the Department.

The Fourth Semester end Viva- Voce Committee consists of 3 a member of which 1 member is external. Out of the remaining two one shall be the Head/Chairman, Board of Studies / Dean and a University teacher of the Department nominated by the Dean / BOS. The quorum will be two members of which at least one shall be External Member. Depending on the need, more than one Committee could be constituted.

5.Internal Assessment and Seminars

There will be 20 per cent marks of internal assessment and 10 per cent marks for the class room Seminars. In each paper two internal assessment tests (With ten objective type questions) shall be conducted and the best of one is taken into account there is no supplementary test for the internal assessment tests. Similarly every student in each paper shall be given an option to give seminar presentations in two sessions and best of one is taken into consideration. A Register of internal assessment examinations, IT practicals and seminars conducted in each subject with the following details shall be maintained. Similar procedure should be adopted for all Computer practical examinations conducted by the Internal Faculty both in the First Semester and Second Semester.

- Date of Examination / Presentation
- Names of the Students and their Signature
- Subject / Topic Concerned
- Name and Signature of Faculty evaluated

The Register of internal assessment examinations and seminars should be made available both at the time of Second Semester end vivaand (for First and Second Semester)and Third Semester Project Viva Voce. A certificate of verification of Seminars and Internal Assessment

Examinations should be enclosed along with the mark list of Second and Third Semesters viva voce examinations.

6. Rules of Promotion

A student has to not only put in 75% of attendance and register for examination for each semester but also appear in each semester for promotion to the next semester.

In case of Lab-based papers, the candidates should appear for both theory and lab examination.

The minimum pass marks shall be 40% in each paper in the end semester University examinations and a paper minimum of 40% including internal assessment marks and an aggregate of 50% of marks in each semester. If a candidate fails to appear for any or all two internal assessment examinations, no further examination will be conducted.

Two Internal Assessment examinations shall be conducted in each semester. Out of the marks obtained by the student in two examinations, the higher marks shall be considered.

The detailed rules concerning Internal Assessment examinations shall be as per the University rules applicable to all P.O. examinations including M.B.A. and M.C.A. course.

At the end of the fourth semester, the result of the candidate shall be declared after ensuring that a student passes all the semester exams by securing a minimum of 50% aggregate in each semester. The students who could not secure 50% aggregate marks in any semester can appear for all or any of the papers of that particular semester for securing the required aggregate marks.

There shall be no supplementary examinations for the course and the examinations shall be held for I & III and II & IV semester simultaneously.

7. Declaration of result at the end of IV semester:

i) There shall be only two divisions viz.,

II Division: 50% and above but less than 60%

I Division: 60% and above but less than 70%

Candidates securing 70% and above shall be awarded First Division with distinction.

ii) The award of Division, distinction and rank will be in accordance with the general rules applicable to other Post-Graduate courses of the University subject to overall CGPA

iii) The rules pertaining to improvement shall be the same as are applicable to other Post-Graduate courses in the University.

8. Project Report:

A student has to undergo practical training for a period of 6 weeks at the end of second semester in a corporate enterprise during the first summer vacation. During the training period, the candidates should work on a specific problem related to the management and working of the organization. At the end of practical training, the student should obtain a certificate for receiving the training from the organization.

The student should prepare a Project Report under the supervision of a guide from the Faculty of Management of the concerned college in fourth Semester. However, the students who prepare Project Report in the area of Systems can also work under the guidance of Faculty member from Computer Science Department.

The student has to present a Seminar in the concerned college on the Project work done by him. The Principal of the College concerned shall certify and intimate the list of candidates who have given seminar presentation to the Head / Chairman, Board of Studies, Department of Commerce & Business Management, Kakatiya University. Two copies of the report should be submitted before the commencement of III semester end examinations. The Project Report carries 100 marks.

**MBA CBCS Course Structure w.e.f From 2016-17 as per the
Modifications Suggested by the PG BOS on 19-06-2017**

CBCS KU MBA– I Semester									
Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	Total
						Test	Seminar		
1	MB101	Management and Organization Theory	Core	4	4	20	10	70	100
2	MB102	Accounting for Managers	Core	4	4	20	10	70	100
3	MB103	Statistics for Managers	Core	4	4	20	10	70	100
4	MB104	Information Technology for Managers	Core	4	4	20	10	70	100
5	MB105	Marketing Management	Core	4	4	20	10	70	100
6	MB106	Generic Elective – I 1. Business Environment – I(a) (Or) 2. Entrepreneurship Development – I (b)	Generic	4	4	20	10	70	100

7	MB107	Generic Elective – II 1. Managerial Economics – II(a) (Or) 2. Communication Skills – II(b)	Generic	4	4	20	10	70	100
		Total		28	28	140	70	490	700

MBA– II Semester									
Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	
						Test	Seminar		
1	MB201	Human Resource Management`	Core	4	4	20	10	70	
2	MB202	Financial Management	Core	4	4	20	10	70	
3	MB203	Management Accounting	Core	4	4	20	10	70	
4	MB204	Operations Research	Core	4	4	20	10	70	
5	MB205	Business Research Methodology	Core	4	4	20	10	70	

6	MB206	Generic Elective – III 1. Business Ethics –III(a)(Or) 2. Retail Management – III(b)	Generic	4	4	20	10	70	
7	MB207	Generic Elective – IV 1. Business Analytics using Excel – IV(a) (Or) 2. Customer Relationship Management – IV(b)	Generic	4	4	20	10	70	
8	MB208	First Year End Viva	Grading		2			50	
		Total		28	30	140	70	540	

MBA– III Semester									
Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	
						Test	Seminar		
1	MB301	Organization Behavior	Core	4	4	20	10	70	
2	MB302	Strategic Management	Core	4	4	20	10	70	
3	MB 303	Managerial Communication	Core	4	4	20	10	70	

4	MB304	Interdisciplinary Courses a) e-Business Or b) Business Law	Open	4	4	20	10	70	
5	MB305 MB306 MB307	Discipline Specific Elective I One elective group from A/B/C/D groups consisting of 3 papers with 4 credits each (4 hours per week)	DSC	12	12	60	30	210	
				28	28	140	70	490	

MBA IV Semester									
Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	
						Test	Seminar		
1	MB401	Operations Management	Core	4	4	20	10	70	
2	MB402	International Business	Core	4	4	20	10	70	

3	MB403	Creativity and Innovations	Core	4	4	20	10	70	
4	MB404A	Project Report	Field Work	0	2			100	
4	MB404B	Project Viva-voce	Grading	0	2			50	
5	MB405	Inter Disciplinary Elective II a) Personal Finance (or) b) MIS	Open	4	4	20	10	70	
6	MB406 MB407 MB408	Discipline Specific Electives (3) I One elective group from A/B/C/D groups consisting of 3 papers with 4 credits each (4 hours per week)	DSC	12	12	60	30	210	
		Total		28	32	140	70	640	

III Semester Elective Course Structure

Group-A: HUMAN RESOURCE MANAGEMENT

6	MB305A	Human Resource Development	4	4	20	10	70	100
7	MB306A	Labour Laws	4	4	20	10	70	100

8	MB307A	Organisation Development	4	4	20	10	70	100
Group-B: MARKETING MANAGEMENT								
6	MB305B	Consumer Behaviour	4	4	20	10	70	100
7	MB306B	Advertising & Sales Management	4	4	20	10	70	100
8	MB307B	Product & Brand Management	4	4	20	10	70	100
Group-C: FINANCIAL MANAGEMENT								
6	MB305C	Security Analysis & Port folio Management	4	4	20	10	70	100
7	MB306C	Indian Financial System	4	4	20	10	70	100
8	MB307C	Corporate Taxation & Planning	4	4	20	10	70	100
Group-D: SYSTEMS MANAGEMENT								
6	MB305D	Relational Data Base Management System	4	4	20	10	70	100
7	MB306D	Management of Software Projects Enterprise Resource Planning (ERP) System Analysis and Design	4	4	20	10	70	100

8	MB307D	Enterprise Resource Planning (ERP)	4	4	20	10	70	100
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IV Semester Elective Course Structure

Group-A: HUMAN RESOURCE MANAGEMENT

6	MB406A	Management of Industrial Relations	4	4	20	10	70	100
7	MB407A	Compensation Management	4	4	20	10	70	100
8	MB408A	Strategic Human Resource Management	4	4	20	10	70	100

Group-B: MARKETING MANAGEMENT

6	MB406B	Services Marketing	4	4	20	10	70	100
7	MB407B	Rural Marketing	4	4	20	10	70	100
8	MB408B	Supply Chain Management	4	4	20	10	70	100

Group-C: FINANCIAL MANAGEMENT

6	MB406C	International financial Management	4	4	20	10	70	100
7	MB407C	Strategic Financial Management	4	4	20	10	70	100
8	MB408C	Financial Derivatives	4	4	20	10	70	100

Group-D: SYSTEMS MANAGEMENT

6	MB406D	Artificial Intelligence	4	4	20	10	70	100
7	MB407D	Data Communications and Networking	4	4	20	10	70	100
8	MB408D	Data Mining and Data Warehousing	4	4	20	10	70	100

MASTER OF BUSINESS ADMINISTRATION

I SEMESTER

MB101 - MANAGEMENT AND ORGANISATION THEORY

UNIT – I: Introduction to Organisation and Management:

Organisation – Definition and nature of organizations – characteristics – Types of organizations: Formal and informal – management: Definitions and Characteristics- management as an Art, Science and Profession – Concept of efficiency and effectiveness – Functions of Management: Planning, organizing, Staffing, leading and Controlling – Approaches: An Overview of Classical, Human Relations and Systems Approaches – Fayol's Principles of Management.

UNIT – II: Planning and Decision Making:

Types of Plans – MBO – Decision Making: Decision Making Process, Types of Decisions – Decision Making Models: Classical, Administrative and Political – Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique.

UNIT-III: Organizing:

Departmentation: Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization - Authority and Responsibility: Bases for authority, power and responsibility, distinctions - Delegation and Decentralization: Concept, Barriers and Overcoming barriers to delegation, factors pointing to decentralization -Span of Management: Factors influencing Span, Span and Organisation Structure - Line and Staff: Concepts and conflicts, resolution of conflicts.

UNIT - IV : Leadership and Controlling:

Direction: Elements - Motivation: Nature of Motivation, motivators, financial and non-financial - Leadership: Nature Trait and Charismatic approach, leadership styles, Ohio and Michigan studies, Managerial Grid - Communication: Process, types and barriers - Coordination: Nature, methods and techniques - Controlling: Control process, types-Problems, Requisites of Good Control System.

UNIT - V : International Management:

International Management: Challenges of present day management - Factors influencing International Management - International Organisational design: Organisational structures in international organisations - Leadership in international organisations: Leadership traits and preferences in international organisations - Communication in international organisations: Communication in International Organisations.

Suggested readings:

1. Weihrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeah, 2005, International management: A Strategic Perspective, Cengage learning India Private Limited, New Delhi.
3. Daft L. Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.

4. Robbins P Stephen and Decenzo A David, 2006, Fundamental of management: Essential Concepts and Applications, Pearson Education, New Delhi, p.53.
5. Satya Raju R and Parthasarathy A 2005, management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.

MB 102 Accounting for Managers

UNIT - I : Accounting and Economic Decisions

Processing Transactions-Accounting Cycle - Journal Ledger - Trial Balance - Accounting for Merchandising Transactions - Internal Control Systems relating to Cash and Receivables - Basic Accounting Concepts and Conventions.

UNIT - II : Accounting for Inventories

Inventory Valuation - Pricing the Inventory - Specific Identification Method - First in First Out Method - Last In First Out Method - Weighted Average Method - Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

UNIT - III : Accounting for Fixed Assets

Determining Cost of Acquisition - Accounting for Depreciation - Methods of Depreciation - Straight Line Method, Accelerated Methods, Written Down Value Method, Sum of the Years Digits Method, Annuity Method, Production Units - Method of Revaluation of Fixed Assets - Special Problems in Depreciation Accounting - Capital and Revenue Expenditure.

UNIT - IV : Preparation of Financial Statements

Profit and Loss Account- Balance Sheet - Measuring Business Income - Completing Accounting Cycle - Corporate Financial Reporting.

UNIT - V : Financial Statements Analysis

Objectives - Using Financial Ratios - Liquidity, Solvency, Profitability and Turnover Ratios - Funds Flow and Cash Flow Analysis.

Suggested readings :

1. R.Narayanaswamy, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
2. Ashish K.Bhattacharya, Essentials of Financial Accounting, Prentice Hall of India, New Delhi, 2008.
3. Jain and Narang, Accounting , Part 1,, Kalyani Publishers, Ludhiana.
4. Meigs and Johnson, Intermediate Accounting, Prentice Hall.
5. Dearden and Bhattacharya, Accounting for Management, Prentice Hall of India.
6. Ashok Banerjee, Financial Accounting- A Managerial Emphasis, Excel Books.
7. S. Jayapandian, Accounting for Managers- Effective Techniques for Decision Making, Ane Books.
8. P. Periaswamy, A Text Book of Financial, Cost and Management Accounting, Himalaya Publishing House,
9. Arulanandam, Advanced Accounting, Himalaya Publishing House.

MB103 Statistics for Managers

UNIT - I : Introduction

Statistics: Meaning and Salient Features of Statistics - Statistical Techniques - Role of Statistical Techniques in Management Decision Making - Techniques of Business Forecasting: Correlation and Regression Analysis with two variables.

UNIT - II : Probability and Probability Distributions

Probability: Concepts of Probability - Additive and Multiplicative Laws-Bayes's Decision Rule - Probability Distributions: Binomial, Poisson and Normal Distribution.

UNIT - III : Sampling Theory and Tests of Significance

Sampling: Concept of Sampling - Reasons for Sampling - Types of Samples - Estimation - Hypothesis Testing - Type I and Type-II Errors - Large Sample Tests: Mean Test - Difference between Two Means- Difference between Two Standard Deviations - Small Sample Tests: Mean Test - Difference between Means of Two Independent Samples - Difference between Two Dependent Samples or Paired Observations.

UNIT - IV : Non-Parametric Tests

Meaning-Advantages and Limitations of Non - Parametric Tests - The Sign Tests: One Sample Sign Test - The Two Sample Sign Test for paired and independent observations - The Runs Tests: One Sample Runs Test - Test of Randomness using Runs above and below the Median - Rank Sum Tests: The Mann Whitney U Test - The Kruskal Wallis Test - The Wilcoxon Signed Rank Test - Chi Square Test for Goodness of fit.

UNIT - V : Analysis of Variance (ANOVA)

Meaning- Assumptions-Procedure for Analysis of Variance - General form of ANOVA - One-way Classification - Two-Way Classification - Computation of Variance.

Suggested readings :

1. GC Beri- Business Statistics, TMH.
2. Amir D. Aczel & Jayavel Sounderpandian- Complete Statistics, 6' Edition, TMH.
3. Anderson R, David Sweeney J, Dennis & Williams A Thomas-Statistics for Business and Economics, 9th edition, Thomson.
4. ND Vohra-Management Decisions, New Age Publications.
5. SP Gupta & MP Gupta-Business Statistics, Sultan Chand & Sons.
6. Levin R.L.Rubin S. David-Statistics for Management, 7th Edition, Pearson/ PHI.

MB 104 Information Technology for Managers

UNIT - I : Information Technology

Development and Trends - Managerial Issues in IT Planning - Information Technology Economics
- Cost-Benefit Analysis of IT - Role of Computers in Management -MIS-Concept and applications
- Decision Making Process - Programmed and Non-Programmed Decisions.

UNIT - II : Data Communication and Management

Computer Networks - Network Topology - Security in Data Communication - Internet and World
Wide Web - E-Commerce and E-Business - Concepts.

UNIT - III : Database Management Systems

Database Models - Creating and Managing Databases - Data Warehousing and Data Mining
Concepts and Applications.

UNIT - IV : Working with Office Productivity Software-I

MS-Office - Document Creation and Management through MS Word - Mail Merge - Spread Sheet
Applications - MS Excel - Creation and Applications of Spread Sheets - Data Analysis and
Management through Spread Sheets - Use of functions and diagrams. (Theory -8 hours and
Practicals-10 Hours)

UNIT - V : Working with Office Productivity Software-II

Presentation Graphics through MS Power Point - Creation and Organisation of Slides - Organising
presentation through Multimedia Files and Slides - Data Management through MS-Access -
Database Creation-Table creation - Establishing relationships - Creation of forms and reports.

IT LAB: MS-Word

Creation of Document - Format Document -Text editing and saving - Organising information with
tables and outlines - Mail merge - Publishing documents on Web.

MS Excel – Creating and editing worksheets – Cell formatting – Creating and using formulas and
functions – Use of Macros – Sorting and querying data – working with graphs and charts.

Data Analysis with Statistical Tools - Use of Financial Tools - Use of other functions in Excel for
data analysis.

MS Power Point - Creation of slides - Use of templates and slide designs for creating power point
slides-use of drawings and graphics - Developing a Professional presentation on Business Plans,
Institutions, Products, People etc.,

MS Access - Create Databases, Tables, Relationships - Create forms to enter data-filter data-use of
queries in data manipulation - Generating reports.

Suggested readings :

1. Turban, McLean, Wetherbe-Information Technology for Management, 4th Edition, Wiley India, 2007.
2. Peter Norton- Introduction to Computers-Sixth Edition, 2007, Tata McGraw Hill.
3. Brian K. Williams, Stacey C. Sawyer-Using Information Technology-A Practical Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill, 2007.
5. V. Rajaraman-Introduction to Information Technology, Prentice Hall India, 2008.
6. Cox et al- 2007 Microsoft Office System Step-by- Step, First Edition, Prentice Hall India, 2007.
7. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
8. Lambert, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
9. David Whigham-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007

MB 105 Marketing Management

UNIT - I : Marketing

Definition - Importance - Scope - Marketing Management: Tasks and Trends - Company orientations towards marketplace : Production Concept - Product Concept - Selling Concept - Marketing Concept - Holistic Marketing Concept - Building customer value, satisfaction and loyalty - Customer Relationship Management(CRM) - Analyzing marketing environment: Demographic, Economic, Political and Legal environment - An overview of Indian marketing environment - Marketing mix: concept and components.

UNIT - II : Developing Marketing Strategies and Plans

Corporate and Division Strategic Planning - Business Unit Strategic Planning - Concept of Marketing Plan - Dealing with Competition : Identifying and Analyzing Competitors - Competitive Strategies for Market Leaders, market challengers, market followers and market nichers.

Identifying Market Segments and Targets: Levels of Market Segmentation - Bases for segmenting consumer markets - Bases for segmenting business markets - Targeting, Positioning: Concept - Developing and communicating positioning strategies.

UNIT - III : Marketing Information

Components of modern marketing information system - Analysing consumer markets: A brief discussion about factors influencing consumer behaviour - Consumer buying decision process.

Analyzing Business Markets: Buying situations - Participants in buying process - Purchasing process - Stages in buying process Designing and managing services: Meaning - Nature and characteristics of services.

UNIT - IV: Product

Concept, levels, classification, differentiation and hierarchy - Product systems and mixes - Products line analysis - Product life cycle and marketing strategies - New product development process - Branding : Meaning, role and scope of brands - Brand Equity.

Packaging, labeling, warranties and guarantees.

Price: Concept - Steps in setting the price - Adapting the price -Initiating and responding to price changes.

UNIT - V : Integrated Marketing Communication

Designing and managing integrated marketing communications - Integrated marketing communications - Marketing communication mix. - Developing and managing an Advertising Programme: Deciding on media - Measuring effectiveness - Sales promotion: Objectives - Major

decisions - Events and experiences:- Objectives - Major decisions - Marketing Public Relations: Major decisions in marketing public relations - Direct Marketing: Channels used for direct marketing - Interactive marketing. Personal Selling - Principles of personal selling - An Overview of sales force management decisions.- Designing and managing marketing channels: Concept of Channels and value Networks - Role of marketing channels - Channel design, Management and integration decisions - Channel conflict, cooperation and competition.- Marketing logistics: Objectives - Decisions.

Suggested readings :

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha: Marketing Management A South Asian Perspective (Thirteenth Edition), Pearson Education Inc., New Delhi.
2. Philip Kotler, Kevin Keller : Marketing Management (2008) Prentice Hall of India, New Delhi 13th Edn.
3. Tapan K. Panda : Marketing Management (2008) Text and Cases (Indian context) Excel Books, New Delhi.

MB 106 Generic Elective – I Business Environment

UNIT - I : Business and its Environment

Concept of Business Environment - Characteristics of Business - Environment - Significance - Environmental Scanning – Process - Techniques of Environmental Scanning - Practices of Environmental Scanning.

UNIT - II : Economic Environment

Economic Systems - Nature, Growth and Role of Public Sector - Privatization - Nature and Objectives - Privatisation Routes - Disinvestment - Globalization - Nature and Rationale - Multinational Corporations - India & WTO - Fiscal and Monetary Policy - Foreign Direct Investment - Mergers and Acquisitions - Business Process Outsourcing - Competition Policy.

UNIT - III : Industry Analysis

Industry Analysis - Economic Reforms and Competitive Environment - Business Environment and Current Issues - Airlines Industry, Mobile Services, Software Industry, Steel Industry, Cement Industry, Passenger Cars, Two-wheelers, Pharmaceutical Industry, Organised Retailing, Express Services Industry

UNIT - IV : Political, Social & Cultural Environment

Political Institutions - Legislature, Executive, Judiciary and Judicial Activism - Culture and Business Ethics - Social Responsibility of Business - Nature, Models and Strategies - Corporate Governance & Corporate Social Responsibility - Social Audit - Ecology and Business - Nature of Physical Environment - Impact on Business.

UNIT - V : Technological Environment

Technological Environment - Features and Impact on Technology - Technology and Society
Restraints on Technological Growth - Status of Technology in India - Technology Policy

Suggested readings:

- iv. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
- v. Justin Paul: Business Environment-Text and Cases, The McGrawHill.

- vi. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
- vii. Mathew: Business Environment, RBSA Publications.
- viii. Adhikary: Economic Environment of Business, RBSA Publications.
- ix. Sengupta: Government and Business, Vikas Publishing House, New Delhi.

MB 106 Generic Elective- I Entrepreneurship Development

UNIT - I : Entrepreneur, Entrepreneurship & Entrepreneurial Development

Definition and Concept - Characteristics of Entrepreneurs - Traits and Skills - Classification - Entrepreneurial Behaviour and Motivation-Nature and Importance of Entrepreneurs - The Entrepreneurial Culture - Theories of Entrepreneurship-Entrepreneurship Development - Intrapreneurship - Causes - Climate for Intrapreneurship - Institutions involved in fostering Entrepreneurship.

UNIT - II : Creativity and Feasibility Planning

Sources of New Ideas - Methods of Generating Ideas-Creative Problem Solving - Opportunity Recognition – Feasibility Planning - Four-Stage Growth Model - Fundamentals of a Feasibility Plan - The Feasibility Plan.

UNIT - III : Management of SMEs

Financial Management - Sources of Finance - Working Capital Management - Venture Capital - Characteristics - Types of Venture Financing - Marketing Management – Product Development - Pricing -Channels of Distribution – Marketing Communications - Production Management – Materials Management - Human Resource Management in SMEs.

UNIT - IV : Entrepreneurial Strategy

Generation of a New Entry Opportunity - Assessing the attractiveness of a New Entry Opportunity - Entry Strategy for New Entry Exploitation - Risk Reduction Strategies for New Entry Exploitation -Growth Strategies - Economic Implication of Growth-Implications of Growth for the Firm.

UNIT - V : Emerging Issues in Entrepreneurial Development

Family Business - Importance - Types - Succession - Strategies for improving the Family Business-Entrepreneurship Development Programmes - The Indian EDP Model - Phases - Evaluation of EDP -Women Entrepreneurship - Concept - Empowerment - Factors governing Women Entrepreneurship - Rural Entrepreneurship.

Suggested readings:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
2. Robert Hisrich Michael Peters Dean Shepherd- Entrepreneurship Tata McGrawHill
3. David H.Holt - Entrepreneurship New Venture Creation, Prentice Hall of India
4. Poornima Charantimath - Entrepreneurship Development & Small Business Enterprises, Pearson Education
5. Sahay Sharma - Entrepreneurship and New Venture Creation, Excel Books
6. S.K.Mohanty - Fundamentals of Entrepreneurship Prentice Hall of India
7. Kuratko - Entrepreneurship in a New Millenium, Cengage Learning.
8. Jack M. Kaplan - Patterns of Entrepreneurship, Wiley India
9. Madhurima Lall Shikha Sahai - Entrepreneurship, Excel Books
11. Vasant Desai - Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
11. Sahay Chhikara - New Vistas of Entrepreneurship, Excel Books
12. Cynthia L Greene - Entrepreneurship, Cengage Learning
13. K.Ramachandran - Entrepreneurship Development Tata McGraw Hill
14. Lakshman Prasad Subhasih Das - Entrepreneurial Climate, Excel Books
15. Mary Coulter - Entrepreneurship in Action, Prentice Hall of India.

MB 107 Generic Elective – II Managerial Economics

UNIT-1: Introduction

Nature, Scope and Significance of Managerial Economics - Tools and Techniques of Analysis-Theory of Firm - Alternatives

- ii. Objectives of Firm - Functions of Managerial Economist in Business Firm - Impact of Information Technology on Managerial Economics - Economic factors influencing decision making.
- iii.

UNIT - II: Demand Analysis

Demand Analysis - Significance- Demand Functions - Law of Demand - Elasticity of Demand - Supply Analysis, Supply function, Elasticity of Supply - Significance of Elasticity Demand in Pricing Decision - Demand Forecasting - Techniques of Demand Forecasting. (Simple Problems)

UNIT - III : Cost and Production Analysis

Cost Analysis - Types of Costs and their impact on Management - Behaviour of Short run Average Cost Curves (SAC) -Behaviour of Long run Average Cost Curve (LAC) - Cost -Production Function - Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb - Douglas - Managerial uses of Cost and Production function(Simple Problems).

UNIT - IV : Market Analysis

Structure of Competititon - Features of Perfect Competition - Types of Imperfect Competition - Features of Monopoly - Negative consequences of Monopoly - Oligopoly Competition - Monopolistic Competition - Price and Output in different competitive situations - Pricing Methods - Dual Pricing - Administered Price - Subsidies - Trend towards Monopolistic Competition -

Emerging scenario of Oligopoly Competition with mergers and Acquisitions in National and International Markets (M & A).

UNIT - V : Profit Analysis

Profit Analysis - Nature, Significance and Theories of Profits - Functions of Profit - Profit-earning Vs Profiteering - Profits for Control- Profit Performance Chart - Du Point Control Chart -Profit Policies - National Income concepts, Business Cycles.

Suggested readings :

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
3. Joel Dean: Managerial Economics, Prentice Hall, New Delhi.
4. Mote, Paul & Gupta: Managerial Economics- Concepts and Cases, McGraw Hill, New Delhi.

MB 107 Generic Elective – II Communication Skills

Unit I: Introduction:

Meaning – Significance – Fundamentals of English Grammar: Parts of speech, articles, antonyms, synonyms, idioms and phrases, punctuation, vocabulary etc. – Sentence construction – Learning English through LSRW. Listening skills: Factors influencing – Barriers in listening – Effective listening - Practice of listening with audio - Practice of interpersonal listening.

Unit II: Oral and Written Communication:

Meaning and significance of Oral and Written Communication –Presentation Skills - Principles of oral communication – Audience analyses – Preparing for oral communication – Practice of oral communication with pre-announced topics – Extempore. Tenets of written communication – Practice of written communication with displayed text and audio – Precise writing - Non verbal communication: Voice – Body language.

Unit III: Business and Corporate Correspondence:

Meaning – Significance – Types of Business Letters - Principles of letter writing – Formats – Practice of letter writing in different situations. Corporate correspondence: Types of Meetings -Notice and Agenda – Practice of preparing notice and agenda for different meetings –advertisements – Circulars – Memos – Enquires – Replies – Director report and Chairman speech – Writing minutes and resolutions of different meetings. E-mails – Writing e-mails.

Unit IV: Group Discussions: (GD)

Meaning - Significance – Types of GD – Fundamentals of GD – Pre-requisites – Evaluation parameters – Strategies - Choice of topics for GD – Practice of GD with pre-announced topics and

extempore. JAM: Meaning – Significance – Fundamentals of JAM – Practice of JAM sessions. Debates: Rules for Debates – Practicing Debates with arguments in favour and against. Role plays: Meaning – Significance – Practice of Role plays.

Unit V: Resume Writing:

Meaning – Significance – Types of Resume – Defining career objectives – Understanding skill description – Describing hobbies – Formats of Resume – Preparing self Resume – Practice of presenting Resume. Business Etiquettes – Career Planning: Meaning – Significance – Strategies.

Suggested Readings:

1. Aruna Koneru, Professional Communication, Tata McGraw Hill, New Delhi, 2008
2. Sehgal M K and Khetarpal Vandana, Business Communication, Excel Books, New Delhi, 2008.
3. Sarma V V S, Muralidhar D and Saritha M, LOTUS: Interactive Communication, Camel Published, 2016.
4. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, Ludhiyana, 1998.
5. Biswajit Das and Ipseeta Satpathy, Business Communication and Personality Development: Lessons for Paradigm Change in Personality, Excel Books, New Delhi, 2008.
6. Dalmar Fisher, Communication in Organisations, Jaico Publishing House, 1999.
7. Kitty O Locker and Stephen Kyo Kaczmarek, Business Communication: Building Critical Skills, Tata McGraw Hill, New Delhi, 2007.
8. Kelly M Quintanilla and Shawn T Wahl, Business and Professional Communication, Sage Publications, New Delhi, 2011.
9. Varinder Kumar, Managerial Communication, Kalyani Publications, new Delhi, 2015.

MASTER OF BUSINESS ADMINISTRATION

II SEMESTER

MB 201 Human Resource Management

UNIT - I : Introduction

Meaning - nature, scope and significance of human resource management (HRM) - HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model - Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India - Changing role of HRM - e-HRM.

UNIT - II : Human Resource Planning

Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR - Job Analysis: Nature, Importance, Tools for Analysis - Job Description: Job Specification, Role Analysis - Job Design: Factors and Approaches - Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, e Recruitment and Job Portals - Selection: Nature and Process - Testing: Objectives, Administration, Advantages and Problems of Selection Tests - Types of Selection Tests, Physical Skills and Psychological Testing - Pseudo Scientific Methods of selection - e-selection.

UNIT - III : Socialization and Performance Appraisal

Induction: Placement - Induction Programmes - Training: Nature and Process - Techniques: On the Job and Off the Job Training, Evaluation - Development - Management Development-Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal -

Techniques: Traditional and Modern Methods - Limitations - Effective Performance Appraisal Criteria.

UNIT - IV : Employer Employee Relations

Industrial Relations - Concept - Importance - Evaluation of Industrial Relations system - Industrial disputes - Machinery for Settlement of disputes - Trade Union - Strengths and Weakness of trade unions in India - Workers participation in management- Employee Grievance handling and Discipline

UNIT - V : Contemporary Issues in HRM

HRIS - HR account- HR Audit - Balance Fore Card – Compisatic- Employeeer broad brenich marketing HR houesource Tempting Talent management managing HR and Call center, Atraction - Editing the and International HRM - Competative and Issues HRI In Globalization

Suggested readings :

1. Mondy R Wayne and Noe M Robert, 2006; Human Resource Management, 9th Edition, Pearson Education, New Delhi.
2. Subba Rao P, 2008; Essential of Human Resource Management and Industrial Relations; Text, Cases and Games, Himalaya Publishing House, Mumbai.
3. Aswathapp K, 2008; Human Resource Management: Text and Cases, 5th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. V.S.P. Rao, 2007; Human Resource Management: Text and Cases, 2nd Edition, Excel Books, New Delhi.
5. Ivacevich M. John, 2001; Human Resource Management: 8th Edition, McGraw Hill Irwin, Boston.
6. Pattanayak Biswajeet, 2002, Prentice Hall of India Private Limited, New Delhi.
7. Bhattacharya K. Dipak, 2008; Human Resource Management: 2nd Edition, Excel Books, New Delhi.

MB 202 Financial Management

UNIT - I : Introduction

Concept, Scope and Functions of Financial Management - Profit Maximization Vs. Wealth Maximization - Financial Planning : Concept, Types and Estimation of Financial Requirements - Time value of money.

UNIT - II : Financing Decision

Concept of capital structure - Capital Structure determinants - Sources of financing: Cost of Capital - theories of capital structure; NI, NOI Traditional and MM approach - Operating and Financial leverage - EBIT and EPS analysis (Problems and cases)

UNIT - III : Investment Decision

Nature of Capital budgeting decision - investment evaluation criterion - Traditional Vs Discounted cash flow techniques - Risk analysis in capital budgeting: Measurement of Risk and return - Risk evaluation approaches - Probability distribution approach - Sensitivity and Decisions Tree Approach (Problems)

UNIT - IV : Working Capital Decision

Concept - Components - of working Capital - Operating cycle - Working capital determinants - Forecasting working capital requirements (Problems and cases) Management of inventory, Receivable and Cash - Financing Current assets (theory only)

UNIT - V : Dividend Decision

Types of dividend - dividend Vs. Profit Retention decision - Dividend policies - Factors influencing dividend policy - dividend theories: Relevance and irrelevance of dividends - Walter and Gordon's models - MM approach (Problems and cases)

Suggested readings :

1. Khan and Jain : Financial Management TMH
2. IM Pandey : Financial Management, Vikas Publications
3. James C vanhorne : Financial Management and Policy (PHI)
4. Prasanna Chandra : Fundamentals of Financial Management (TMH)
5. SN. Maheswari: Financial Management: Principles and Practice, Sultan Chand
6. John J. Hampton : Financial Decision Making (PHI)
7. Lawrence J. Gilma: Principle of Managerial Finance, Addisa Werly

MB 203 Management Accounting

UNIT - I : Introduction to Management Accounting

Management accounting: Definition - Scope - Importance - Nature and Characteristics of Management Control System - Role of Management Accountant - Cost Behaviour and Decision Making: Fixed and variable costs - Relevant and Opportunity Costs.

UNIT - II : Cost Analysis for Decision Making

Cost-volume - Profit Analysis: Concept of Break-Even Point - Assumptions - Profit-Volume Graph - Equation Approach - Margin of Safety - Profit Planning - Managerial Uses for Decision Making - optimization of product mix - Make or Buy - Capacity Utilisation - Plant shutdown - Add or Drop - Equipment Replacement - Key factor analysis.

UNIT - III : Management Accounting for Control

Standard Costing: Meaning - Purpose of standards - Types of standards - Standard Setting - Variance Analysis - Controllability of Variances - Advantages of Standard Costing - Budgetary Control: Meaning and Purpose - Component of effective budgeting programme -Performance

Budgeting - Zero-based Budgeting - Concept - Importance and Relevance -Balanced Score Card - Linking Balanced Score Card to Organisation Strategy

UNIT - IV : Activity Based Costing

Activity Based Costing system - Tracing costs from activities to products and services - Activity - Based Management - Activity cost drivers - Activity based costing vs. traditional costing.

UNIT - V : Responsibility Accounting

Responsibility Centres - Need for Divisionalisation - Types of Responsibility centres - Performance Reports - Responsibility Accounting and Behavioural aspects - Segmented Performance evaluation - Transfer Pricing.

Suggested readings :

1. Hansen & Mowen, 2003 - Cost Management - Accounting and Control, 4th Edition, Thomson Southwestern.
2. Ronald W. Hilton, "Managerial Accounting - Creating Value in a Dynamic Business Environment" - Tata McGraw Hill, 6th Edition
3. Charles T. Horngren Gary L. Sundem William O Stratton "Introduction to Management Accounting, Pearson Publication 13th Ed.
4. S.N. Maheswari " Management Accounting" Sultan Chand and Sons, New Delhi.
5. Shashi K. Gupta and R.K. Gupta " Management Accounting Principle and Practices" Kalyani Publication, New Delhi.
6. B.K. Chatterles Cost and Management Accounting for Managers" Jaico Publishing House, New Delhi.
7. Khan and Jain "Management Accounting" Tata McGraw Hill, New Delhi.
8. Robert N. Anthony " Management Accounting (R.D Irwin)
9. Cases in Management Accounting and control systems Brandt R. Allon e. Richered Brownless Mark E. Haskins Luann J. Lynch, Pearson Education, New Delhi.

MB204 Operations Research

UNIT - I : Decision Theory

Anatomy of Decision Theory- Decision Models: Probabilistic Decision Models: Maximum Likelihood Rule - Expected Payoff Criterion - Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models - Game Theory : Two Person - Zero-Sum Game - Saddle Point - Value of Game-Dominating Strategy- Mixed Strategy.

UNIT - II : Linear Programming Problem (LPP)

Meaning, Assumptions, and characteristics of LPP - Business Applications of Linear Programming Technique - Formulation of LPP - Solution by Graphic Method - Simplex Method - Concept of Dual.

UNIT - III : Transportation and Assignment Problems

Transportation Models: Problem Statement - Loops in Transportation Table - Steps in Transportation Methods: North - West Corner Method - Least Cost Method - Vogel's Approximation Method (VAM) - Modified Distribution ((MODI) Method -Assignment Problems: Meaning - Presentation of Assignment Problem - Steps in Assignment Problem - Hungarian Assignment Method (HAM)

UNIT - IV : Queing Theory

General Structure of a Queing System - Arrival Process - Service System - Queue Structure - Operating Characteristics of Queing System - Basic Concepts in Queuing Theory Queing Models:

(1) Poisson Exponential Single Server Model Infinite Population - (2) Poisson-Exponential Single Server Model Finite Population- (3) Poisson Exponential Multi Server Model - (4) Erlang's Method

UNIT - V : Sequential Decision Making

Meaning - Need and Importance - Steps in Sequential decision making - Applications of Sequential decision making to different situations: Traveling salesman's problem - Pricing problem - Production scheduling and Inventory problem.

Suggested readings :

1. C.R.Kothari : Introduction to Operational Research, Vikas Publishing House.
2. N.D.Vohra : Quantitative Techniques in Management, TMH.
3. G.V. Shenoy, U.K. Srivastava and S.C. Sharma: Operations Research for Management, New Age Publications.
4. HamdyaTaha: Operations Research - An Introduction, TMH.
5. Richard Bronson, Govindasami Nadimuthu: Operations Research, Schaum Series, TMH.
6. Ravindran, Phillips, Solberg : Operations Research - Principles and Practice, John Wiley & Sons.
7. Nita H. Shah, Ravi M. Gor and Hardik Soni: Operations Research, PHI
8. Anand Sharma: Quantitative Techniques for Decision Making, Himalaya Publishing House, Mumbai, 2000.

MB205 Business Research Methodology

UNIT - I : Introduction

Business Research: Definition - Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research - Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants - Informed Consent, Rights to Privacy, Confidentiality.

UNIT - II : The Research Process

Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition - Theoretical Framework - Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis - Procedure for Testing of Hypothesis

UNIT - III : The Research Design

Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables - Operational Definitions and Scales - Nominal and Ordinal Scales - Rating Scales - Ranking Scales – Reliability and Validity - Content Validity, Criterion Related Validity and Construct Validity.

UNIT - IV : Collection and Analysis of Data

Sources of Data - Primary Sources of Data - Secondary Sources of Data - Data Collection Methods - Interviews: Structured Interviews and Unstructured Interviews - Face to face and Telephone Interviews - Observational Surveys - Questionnaire Construction: Organizing Questions - Structured and Unstructured Questionnaires - Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.

UNIT - V : The Research Report

Research Reports - Components - The Title Page - Table of Contents - Executive Summary - The Introductory Section - The Body of the Report - The Final Part of the Report - Acknowledgements - References - Appendix - Guidelines for Preparing a Good Research Report Oral Presentation - Deciding on the Content - Visual Aids - The Presenter - The Presentation and Handling Questions.

Suggested readings :

1. Uma Sekaran, "Research Methods for Business-A Skill Building Approach", John Wiley & Sons (Asia) Pvt. Ltd, Singapore, 2003.
2. Donald R Cooper and Pamela S Schindler, "Business Research Methods", Tata McGraw Hill Publishing Company Limited, New Delhi, 2007
1. William G. Zikmund, "Business Research Methods", Thomson Business Information India Pvt. Limited, Bangalore, 2005.
2. Wilkinson & Bhandarkar: Methodology and Techniques of Social Science Research, Himalaya Publishing House.
3. C.R. Kothari: Research Methodology - Methods & Techniques, Vishwa Prakashan, New Delhi.
4. Speegal, M.R.: An Introduction to Management for Business Analysis, McGraw Hill.
5. Michael, V.P: Research Methodology in Management, Himalaya Publishing House

MB206 Generic Elective – III Business Ethics

UNIT – I BUSINESS ETHICS

Meaning – Nature and sources of ethics – Developing moral capital – Ethics in business: Objectives – Significance – Factors influencing business ethics. Theories of Ethics: Utilitarianism

– Deontological theory – Virtue ethics (Aristotle). Models of ethics: Kohlber – Carol Gilligan – Indian model.

UNIT – II ETHICAL ISSUES

Social responsibilities of business - Ethical behavior at work – Law and ethics – OCB – Empowerment. Ethical Issues: Corruption – Bribery – Hoarding and black market marketing – Lobbying – Corporate crimes – Health care issues – Online frauds – ecological issues – Brief description of global practices.

UNIT – III ETHICS IN FUNCTIONAL AREAS OF BUSINESS

Ethics in Marketing: Ethical practices in product packaging and labeling - Pricing - Advertising - Direct marketing – Green marketing - Ethical vs. Unethical marketing behavior. Ethics in HRM: Ethical implications of Privacy – Harassment – Discrimination – Whistle blowing. Ethics in Finance: Accountability – Window dressing and disclosure practices – Insider trading.

UNIT - IV CORPORATE SOCIAL RESPONSIBILITY (CSR)

Meaning – Evolution – Legitimacy of CSR- Law vs. Moral arguments of CSR – Evolving role of stake holders – Stake holders perspective – Corporate response to citizens demands – Strategic model of CSR – CSR and corporate advantage – Issues in implementation of CSR – CSR initiatives of some corporations.

UNIT – V CORPORATE GOVERNANCE (CG)

Meaning – Evolution – Theoretical roots of CG: Value maximization theory – Stake holders theory – Objective function theory – Agency theory. CG from inside the Board room: Board demography – Structure and process – Board duties. CG outside Board room: Role of markets – Shareholders activism – CG vs. Government practices.

Reference:

1. Murthy, C S V. Business Ethics: Text & Cases, Himalaya Publishing House, Mumbai.
2. Monks, Robert A.G. and Nell Minow, Corporate Governance, New York: John Wiley & Sons, 2011, 5th edition. ISBN 978
3. Jean Tirole, The Theory of Corporate Finance, Princeton University Press,
4. Kenneth Kim, John R. Nofsinger, Derek J, Corporate Governance, Prentice Hall, 2010 3/E.
5. Chatterji Madhumita, Corporate Social Responsibility,
6. Kumar H, Corporate Social Responsibility

MB206 Generic Elective - III Retail Management

UNIT - I : Introduction to Retail Marketing Management

Definition and Concept of Retailing - Retailer's role in distribution channel – Functions of Retailing – Socio Economic significance of retailing - Theories Retailing Formats of

retailing – Recent trends in retailing - organized and un organized retailing – Role of technology in retailing – E – retailing.

UNIT - II : Retail Merchandising and Pricing

Types of Merchandise - Merchandise assortments – Merchandise procurement – Process – Sales Forecasting – Merchandise Planning – Merchandise buying systems - Retail Pricing – Factors influencing Retail Pricing – Setting Retail Prices – Different approaches of Retail Pricing.

UNIT - III : Retail Communication and Distribution:

Need and importance of promotion mix in retailing - Communication programmes to develop brand images and customer loyalty – Methods of communication – Retail Promotion Budgets – Retail Logistics – Supply Chain Management – Transportation & Warehousing – Inventory Management.

UNIT - IV : Retail Store Location and Store Management:

Retail Locations – Store layout design – Store Design - Objectives – Space management – Visual Merchandising – Fixtures – Atmospherics – human Resource Management in Retailing - Recruitment, Selection Motivation, Compensation and Control of Store employees.

UNIT - V : Retail Customer Behaviour and Customer Service:

The buying Process – Types of Buying Decisions – Factors influencing buying process – Factors influencing customer loyalty – Customer Service Strategies- Setting Service standards – Improving retail service quality - Service recovery.

Suggested Readings:

1. Swapna Pradhan : Retail Marketing Management: Tata McGraw Hills.
2. Levy, Weitz and Pandit: Retailing Management: Tata McGraw Hills.
3. Managing Retailing – P.K. Sinha, D P Uniyal: Oxford University.
4. Suja Nair : Retail Management: Himalaya
5. Barry Berman and Joel R Evans: Retail Management - A Strategic Approach : Pearson Edn
6. Lamba: Art of Retailing : Tata McGraw Hill
7. KVS Madan : Fundamentals of Retailing: Tata McGraw Hill
8. A Shiva Kumar : Retail Marketing: Excel Books
9. Gipson G Vedamani: Retail Management. JAICO publishing house.

MB207 Generic Elective – IV Business Analytics Using Excel

Unit I: Concept of Business Analytics – Advantages – Evolution – Concept of Database in business – Metrics and measures of data – Data description – decision model – Steps in problem solving – What-if analysis – Introduction to Microsoft Excel –

Excel window environment – Menus – spread sheet basics – Working with simple formulas-Formatting data in a cell – Cell references

- Unit II:** Copying text/values/formulas – searching data – sorting – Filtering using filters – Decision making with If condition (logical formulas) – Applying business related formulas – Working with Images –Numerical formatting with Round(), Int(), Ceiling() etc. – Split the view of sheet- Introduction to chart/Graph generation – Pivot Table- Statistical functions – Date & Time functions – Text functions - Financial Functions.
- Unit III:** Saving the worksheet in different forms – Exporting and Importing data from other Microsoft applications/packages/external databases - Working with graphic images – grouping/ungrouping – Usage of colors for the better presentation – Goal seek and Scenarios for “What-if” analysis – Formula auditing – Using Excel help – Simple Macros for automated actions- Print preview – Printing selected / full worksheet – Error correction – Protection of Worksheet.
- Unit IV:** Statistical Functions – Histogram - Mean – Median – Mode – Harmonic Mean – Geometric Mean – Average Deviation – Standard Deviation – Skewness- Data Analysis Tools – Correlation –Regression –F-test two-sample for variances - ANOVA – Single Factor - t-test paired two samples for mean – Z-test for two sample means.
- Unit V:** Financial Functions– Asset Depreciation Functions – AMORDEGRC – AMORLINC- DB – DDB – SLN – SYD – VDB. Concept of Time Value of Money - Interest Rate Functions – ACCRINT – ACCRINTM – EFFECT – INTRATE – NOMINAL – RATE.

Suggested Readings

1. James R.Evans., **Business Analytics**, Pearson Education, 2015.
2. Debra Gross., Frank Akaiwa and Karleen Nordquist, **Succeeding in Business with Microsoft Excel 2013: A Problem-Solving Approach**, Cengage Learning, 2014.

References

1. Curtis D.Frye, **Step by Step - Microsoft Excel 2013**, Microsoft Press Books, 2013.
2. Isaac Gottlieb, **Next Generation Excel: Modeling in Excel for Analytics and MBAs**, John Wiley & Sons Private Limited, 2010.
3. Conrad Carlberg, **Statistical Analysis: Microsoft Excel 2013**, Pearson Education, 2014.
4. Wayne L.Winston, **Microsoft Excel 2013: Data Analysis and Business Modeling**, Prentice Hall of India Learning, 2011.

Unit – I: Evolution of Customer Relationship

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

Unit – II: CRM Concepts

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

UNIT - III : Consumer Behaviour

Types of Consumers – Need and Importance of Consumer Behaviour – Application of Consumer Behaviour in Marketing – Recent Trends in Consumer Behaviour – Socio, Economic, Cultural and Psychological factors influencing Consumer Behaviour - Problems in study of Consumer Behaviour.

Unit – IV: Planning for CRM

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

UNIT - V : Implementation of Customer Relationship Management Programs: Integrating Customer Data into Customer Relationship Management Strategy – Data Mining, Data Warehousing for Customer Relationship Management – Role of IT and Internet in Customer Relationship Management - Customer Relationship Strategies- Application of Customer Relationship Management in Telecom, Healthcare, Banking and Insurance Industries.

Suggested Readings:

1. Francis Buttle, CRM: Concepts and Technologies, Elsevier, 2009, Reed Elsevier India Private Limited, 2nd Edition.
2. Jagdish n Sheth, Atul Parvatiyar & Ga Shainesh, Customer Relationship management, Emerging Concepts, Tools and Applications, 2009, Tata Mcgraw hill Company Limited
3. Ken Burnett, The Handbook of Key Customer Relationship management, pearson Education, 2005..
4. Schiffman, Leon, G and Kannuk, Leslie Lazar: Consumer Behaviour Prentice Hall of India Peelan - Customer Relationship Management, Pearson Education.
5. Brown, A. Stanly, Customer Relationship Management, John Wiley.
6. Dyche, Jill., The CRM Handbook- A Business Guide to CRM, Pearson Education Asia.

MB 301: ORGANISATIONAL BEHAVIOUR

Unit I: Introduction to Organisational Behaviour

Organisational Behaviour: Meaning – Definition - Factors influencing organisational behaviour - Significance of Understanding organisational behaviour - Emergence of Organisational Behaviour – Contributing Disciplines - Emerging challenges to organisational behaviour - Understanding Human Behaviour: Nature of Human Beings - Behaviour process, Similarities and dissimilarities, Rational Human Behaviour - Models of Organisational Behaviour: Cognitive, Reinforcement, Psychoanalytic Models.

Unit II: Understanding Personality in organisations - I

Personality: Meaning, Definitions, Characteristics - Determinants - Significance of Understanding Personality - Personality Traits Influencing Organisational Behaviour - Models of Human Personality: Rational Economic, Administrative, Social, Organisational, Self-Actualising Men models - Personality Theories: Trait, Psycho-analytic, Self, Social Learning Theories - Personality Development: Factors in Personality Development – Theories of Personality Development: Freud, Erickson and Argyris.

Unit III Understanding Personality in Organisations – II

Perception: Meaning, Definitions, Process, Factors influencing Perception, Distortions in Perception, Developing Positive Perception - Attitudes: Meaning, Definitions, Formation of Attitudes, Theories, Attitude Change Management - Learning: Meaning, Definitions, Learning Process, Behaviour Modification, Organisational Learning - Learning Behaviour: Gestalt Psychology, Classical Conditioning, Operant Conditioning, Social Learning.

Unit IV: Group Behaviour in Organisations

Groups: Meaning – Formation - Group Development - Types of Groups - Group Dynamic: Meaning, Definitions, Factors of Group Dynamic Process - Group Behaviour: Group Cohesiveness, Norming, Thinking, Risk Shift, Social Loafing - Team Development: Meaning, Definitions, Groups vs. Teams, Cutting Edge of Teams, Team Development, Using Teams for Organisational Building - Conflicts: Meaning, Definitions, Process, Drives for Conflicts, Types, Outcomes, Conflict Resolution Techniques.

Unit V: Understanding Emotions and Stress

Emotions: Meaning, Definitions, Dimensions of Emotions, Influences on Emotions, Application of Emotions, Understanding and Managing Emotional Behaviour, Emotional Intelligence: Dimensions, developing emotional competence, Affective Events Theory - Stress Behaviour: Meaning, Definitions, Drives of Stress: Individual Factors, Organisational Factors, Environmental Factors, Dimensions of stress: Physiological, Psychological, Behavioural - Stress Management: Meaning, Dimensions, Techniques: Individual, Organisational, Ethical Dimensions of Stress, Stress Free Environment –

Suggested Readings

1. Greenberg Jerald and Baron A Robert (2009), **Behaviour in Organisations**, 9th Edition, New Delhi, Prentice Hall of India Learning Private Limited.
2. Sarma V S Veluri (2009), **Organisational Behaviour - An Interactive Learning Approach (Text and Cases)**, Mumbai, Jaico Publishing House.
3. Robbins P Stephen, Judge A Timothy, Sanghi Seema (2009), **Organizational Behavior**, 13th Edition, New Delhi, Pearson Education.

4. Saiyadain S Mirza, Sodhi J S and Joshi J Rama (2009), **Cases in Organisational Behaviour and Human Resource Management** (Ed.), New Delhi, Tata McGraw Hill Publishing Company Limited.

MB 302 - STRATEGIC MANAGEMENT

UNIT - I : Introduction

Concept of Strategy - Levels-Strategic Decision Making - Strategic Management - Elements-Process - Model - Vision - Mission - Business Definition - Goals and Objectives - Balanced Scorecard Approach to Objectives - Setting - Key Performance Indicators.

UNIT - II : Environmental and Organisational Appraisal

Appraising the Environment - Factors affecting Environmental Appraisal - Internal Environment - Organisational Resources - Synergistic Effects - Competencies - Organisational Capability Factors - Methods and Techniques used for Organisational Appraisal - Preparing the Organisational Capability Profile.

UNIT - III : Corporate Level Strategies

Corporate - Level Strategies - Expansion-Stability -Retrenchment - Combination - Concentration - Integration - Diversification - Internationalisation Strategies - Merger and Acquisition Strategies - Stability - Retrenchment-Turnaround - Combination Strategies.

UNIT - IV: Strategic Analysis, Choice and Implementation

Process of Strategic Choice - Strategic Analysis - Factors in Strategic Choice - Strategy Implementation – Project Implementation - Procedural Implementation – Resource Allocation -Structural Implementation - Functional Strategies

UNIT - V: Strategic Evaluation and Control

An Overview of Strategic Evaluation and Control – Strategic Control - Operational Control - Techniques of Strategic Evaluation and Control - Role of Organisational Systems in Evaluation.

Suggested readings :

1. Azhar Kazmi - Strategic Management and Business Policy, Tata McGraw Hill.
2. R.M. Srivastava - Management Policy and Strategic Management - Concepts, Skills and Practices Himalaya Publishing House.
3. V.S. Ramaswamy& S. Namakumari - Strategic Planning- Formulation of Corporate Strategy Text& Cases The Indian Concept Macmillan Business Books.
4. Thomas L. Wheelen, J. David Hunger & Krish Rangarajan - Concepts in Strategic Management and Business Policy Pearson Education.
5. Ireland, Hoskisson, Hitt - Strategic Management Cengage Learning.
6. Subba Rao, P - Business Policy and Strategic Management Himalaya Publishing House.
7. John A Pearce II, Richard B Robinson & Jr. Amita Mital- Strategic Management Formulation, Implementation and Control, Tata McGraw Hill.
8. R. Srinivasam - Strategic Management, Prentice Hall of India Pvt. Ltd., Delhi.
9. Vipin Gupta, Kamala Gollakota & R. Srinivasam - Business Policy and Strategic Management, Prentice Hall of India Pvt. Ltd., Delhi.

MB 303 - MANAGERIAL COMMUNICATION

Unit I: Personal Communication

Effective Communication: Seven C Approach – Credibility in Communication: Understanding and Addressing to Audience – Attitude: Creating importance through YOU Attitude, Positive Emphasis, Focussing on Reader Benefits – Non Verbal Communication: Gestures and Body Language, Handshakes – Spoken Skills: Oral Presentation, Five Ps Approach.

Unit II: Interpersonal Communication:

Listening Skills: Critical Listening, Barriers in Listening – Note Making: Types of Notes, Principles of Note Making – Media and Modes: Conventional, Modern and Mass Media – Meetings: Types, Organising Meetings, Preparation for Presentation in Meetings – Meeting Communication: Notice, Agenda and Minutes of Meetings. Resolutions.

Unit III: Organisational Communication:

Business Letters: Planning and Process of Letter Writing – Tenders and Orders: Principles of Tenders and Orders – Memos, Circulars and Correspondence: Bank and Insurance Correspondence – Business Messages: Process, Appearance and design of Business Messages, Good, Neutral and Bad Messages – Public Relations: Nature and Objectives, Corporate Image, Press Releases.

Unit IV: Employment Communication:

Job Research: Knowing Job Information, Reading Job Advertisements – Application and Follow Up Letters: Job Applications, Follow Up Letters – Resume Writing: Types of Presentation of Resume, Models – Group Discussions: Fundamentals, Evaluation of G D – Interview Skills: Goals and Types of Interviews, Dos and Don'ts in Interview, FAQ in Interviews, Interview Process and Evaluation.

Unit V: International Communication:

Introduction: Communication across various Cultures – Communicating from the Values and Ethics: Culture and Ethics in International Communication – Communicating using Technology: Technological Gadgets – E mails: Managing Mail box and E mail Etiquettes – Communication Etiquettes: Telephone, International and Business Etiquettes.

Suggested readings :

1. Murphy A Herta, Hildebrandt W Herbert and Thomas P Jane, 2008, Effective Business Communication, 7th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Urmila Rai and S M Rai, 2008, Business Communication, 10th Edition, Himalaya Publishing House. Mumbai
3. Sehgal M K and Vandana Khetarpal, 2008, Business Communication, 2nd Reprint, Excel Books, New Delhi.

4. Aruna Koneru, 2008, Professional Communication, Tata McGraw Hill Publishing Company Limited, New Delhi.
5. Biswajeit Das and Ispeeta Satpathy, 2007, Business Communication and Personality Development, Excel Books, New Delhi.

INTER DISCIPLINARY ELECTIVE I

MB 304 (a)- E BUSINESS

Unit I: Introduction to E Business

E Business: Meaning, significance – Opportunities and Risks - E Business Models: B2B: Meaning and implementation, B2C: Meaning and implementation, B2G: Meaning and implementation, C2G: Meaning and implementation and C2B: Meaning and implementation - Advantages and Limitations – Mobile Commerce: Meaning, Framework and Models – E Business Trade: Bookshops, grocery, software, newspaper, banking auction, share dealing.

Unit II: E Business Infrastructure

Internet: Meaning, Issues, Problems and Prospects, ISP – Intranets: Trends, Growth and Applications – Extranet: Applications, VPN - EDI: Definitions and Benefits – Technology and Implementation. Portals

Unit III E Business Applications

E Business Strategy: Definition, Objectives, Analysis and Implementation – E Marketing: Meaning, Areas, Planning, Strategy and implementation – Internet Advertising - E CRM: Meaning, Technology for CRM and application – E Procurement: Meaning, Drivers, Risks and implementation – E SCM: Meaning, Focus and implementation – E Payment Systems: Meaning, Pre and Post paid payments systems – e-cash.

Unit IV: E Security

E Security: Meaning, Attacking methods, SET and SSL, Hacking Security Tools: Cryptology and Encryption – Password - Authentication: Keys and Kerberos – Digital Signatures - Security Protocols – Firewall Security – E Commerce Law: Information Technology Act, 2000 - Government Policy and Recommendations

Unit V: E Business Web Technologies

Web site meaning – Types - Planning and Organising – Web page Designing, Essentials in designing good web site – Web page development tools – Testing and evaluating web site - Creating Web site using MS Front Page: Using Wizard – Viewing and closing web sites – HTML: Basics, Syntax, HTML Editors – Multimedia: Graphics, web image formats, VRML.

Suggested Readings:

1. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB (2008), **E- Business – Creating a Winning**, 2nd Edition, New Delhi, Cengage Learning India Private Limited.
2. Murthy C S V (2009), **E-Commerce – Concepts, Models, Strategies**, Mumbai, Himalaya Publishing House.
3. Rayudu C S (2008), **E Commerce – E Business**, Mumbai, Himalaya Publishing House.
4. Bharat Bhasker (2009), **Electronic Commerce – Framework, Technologies and Applications**, 3rd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.

5. Chaffey Dave (2009), **E Businessa and E Commerce Management**, 3rd Edition, New Delhi, Pearson Education.
6. Kamlesh K Bajaj and Debjani Nag (2005), **E Commerce – The Cutting Edge of Business**, 2nd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.

INTER DISCIPLINARY ELECTIVE I MB 304 (b) - BUSINESS LAW AND ETHICS

UNIT - I : Elements of Company Law

Indian Companies Act 1956. Formation of a company - General meetings and proceedings - Accounts audit and Dividend - Inspection and Investigation - Inter-corporate loans and Investments - The Company Secretary - Duties and Powers - Compromise and Arrangement - Winding up of Companies.

UNIT - II : Contract Act, Sale of Goods Act, & Negotiable Instruments Act

Nature of contracts - Offer - Acceptance - Consideration - Capacity of parties - Free consent - Legality of object and consideration - Contingent contracts - Quasi contracts - Performance of contract - Discharge of contract - Remedies for Breach of contract. Essentials of contract of sale - Goods and their classification - Price - Conditions and Warranties - Transfer of title - Performance of contract of sale of goods- Unpaid seller and his rights - Types of Negotiable instruments - Holders and. Holder in due course- Presentation and Dishonour.

UNIT - III : Miscellaneous Acts

1. The Consumer Protection Act 1986 -
2. The Competition Act
3. Foreign Exchange Management Act
4. The Information Technology Act 2000.

UNIT - IV : Business Ethics

Definition - Importance of Ethics in Business - Distinction between Values and Ethics - Characteristics of Ethical Organization - Morality and Professional Ethics - Ethical Dilemmas - How to create an ethical working environment-Ethical Decision making in Business- Role of corporate Governance in ensuring ethics in workplace - Indian Ethical Traditions.

UNIT - V : Creating an Ethical Organization

Role of Corporate Governance, Corporate Culture, Corporate Social Responsibility (CSR) and other influences in creating an Ethical organization - Codes of Conduct - Ethics committee - Ethics Training Programmes - Benefits - The relationship between Corporate Ethics and good

governance .

Suggested readings :

1. Maheshwari & Maheswari - A Manual of Business Laws, Himalaya Publishing House.
2. D. Chandra Bose - Business Law PHI-Private Limited, New Delhi.
3. A.C. Fernando - Business Ethics An Indian Perspective Pearson Education
4. Manuel G. Velasquez - Business Ethics Concepts and Cases Prentice-Hall of India Pvt. Ltd, 2008.
5. S.S. Gulshan - Business Laws Excel Books, New Delhi

DISCIPLINE SPECIFIC ELECTIVES
GROUP - A: HUMAN RESOURCE MANAGEMENT
MB 305 A - HUMAN RESOURCE DEVELOPMENT

UNIT - I : Foundations of HRD

Evolution of HRD - The Relationship between HRM and HRD - HRD functions - Role and Competencies of an HRD, Professional - Challenges to organization and to HRD Professionals - A framework for the HRD - Learning and instruction - Maximising Learning - Learning strategies and styles.

UNIT - II : Framework of HRD

Assessing HRD Needs - Strategic organizational analysis - Task analysis - Personal analysis - Prioritising HRD Needs - The HRD Process model debate - Designing effective HRD programmes - Deciding the objectives of HRD interventions - Implementing HRD Programmes - Evaluation of HRD Programmes - Purpose, models and Ethical issues in evaluation - Assessing the Impact of HRD Programmes in financial terms.

UNIT-III: HRD Applications

Career Management - Defining Career Concepts - Stages of life and career development - Models and process of career Management - Issues in career Development-Designing effective Management Development Programmes - Organisational Development and Change - Concepts, Theories and Models - Types of Interventions - Adopting to labour market changes - HRD Programmes for Cross - Cultural Employees.

UNIT - IV : Competency Development

Basic Workplace Competencies- Programmes for Professional Development and Education -Maintaining affective performance encouraging superior performance skills - employee coaching and wellness services - Issues in employee counseling -Employee Assistance programmes - Stress Management Interventions - Employee wellness and Health promotion programmes.

UNIT-V: HRD in India

HRD Audit in leading organizations - Structuring of HRD - HRD Movement in India - HRD Challenges for India for building world class organizations - Suggestions to make HRD effective in Indian Organisations - HRD Climate Development Measures - Constraints on HRD - HRD Vision of India - Knowledge base of HRD in India - Resource requirement for making HRD work

in India.

Suggested readings :

1. T.V. Rao - Human Resources Development-Experiences-Interventions Strategies Sage Publication, New Delhi, 2006.
2. Kalgani Mohanty - Human Resource Development Organisational Effectiveness, Excel Books- 2009.
3. Topomay Deh - Human Resource Management Theory & Practice, Ane Books India-2006.
4. R. Krishnaveni - Human Resource Development a Researcher's Perspective, Excel Books, 2009.
5. T.V. Rao- Readings in Human Resource Development - Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.
- 6.

DISCIPLINE SPECIFIC ELECTIVES

GROUP - A: HUMAN RESOURCE MANAGEMENT

MB 306 A - LABOUR LAWS

UNIT - I : Introduction

Origin, Objectives and Classification of Labour- Impact of Labour Laws on HR Management, and Industrial Relations, Labour Laws, Indian Constitution and International Labour Organisation (I.L.O.)

UNIT - II : Laws Related to working conditions

Indian Factories Act-1948

Shops and Establishment Act

Child Labour Act-1986

UNIT - III : Industrial Relation Laws

Trade Unions Act-1928

Industrial Disputes Act-1947

UNIT-IV : Laws on Wages

Minimum Wages Act-1948

Payment of Wages Act-1938

Payment of Bonus Act-1965

UNIT-V : Laws on Labour Welfare

Workmen's Compensation Act-1923

Payment of Gratuity Act-1972

Employee State Insurance Act-1948

Suggested readings :

1. P.L. Malik - Industrial Law - Estron Book Comp-Luknow
2. LA. Saiyed - Labour Laws - Himalaya Publishing House
3. B.D. Singh - Industrial Relations & Labour Laws- Excel Books, N. Delhi
4. Tulsian - Business Law - Tata McGraw Hill, 2008.
5. Pathak - Legal Aspects of Business- Tata McGraw Hill, 2007.

DISCIPLINE SPECIFIC ELECTIVES

GROUP - A: HUMAN RESOURCE MANAGEMENT

MB 307 A - ORGANISATION DEVELOPMENT

UNIT-I : The Field of OD

Definition - Evolution - Different Stems - The laboratory training stem - The Survey Research and Feedback stem - The Action Research Stem - The Socio Technical and Socio Clinical Stem - Second Generation - Values Assumptions and belief in O.D. - Implications of O.D. - O.D. Values in Indian Organisations.

UNIT - II : Foundations and Interventions of OD

Models and theories of planned change - Participation and Empowerment - Parallel learning structures - Normative, Re-educative Strategy of Changing - Action Research - Managing the OD Process - OD Interventions - Team Interventions - Teams and work groups - Process Consultation Interventions - A gestalt approach to Team Building - Techniques and Exercises used in Team Building -Large Scale Change and High Performance Systems - Trans Organisational Development - Structural Interventions and the applicability of O.D.

UNIT - III : Key Considerations and Issues

Issues in Consultant - Client Relationships - Defining the client System - Entry and Contracting - The Issue of 'Trust' - The Nature, Expertise, Diagnosis, Appropriateness and Depth of Interventions - The Consultant Team as a model and microcosm - Ethical Standards in O.D.

UNIT - IV : Power, Politics and O.D.

Team work for analyzing power and politics - Importance in the planned change and practice of O.D. - O.D. Practitioner - Competencies of an effective O.D. Practitioner - Professional Values and Ethics - Evaluation of O.D. Interventions - Managing in Turbulent Times - Organisational Deconstruction - Distributed Intelligence - Technological connectivity - Creative Destruction - Disruptive Innovation - Clash of Culture and Implications of O.D. - Incorporating future in to the present.

UNIT-V: The Future and O.D.

Fundamental Strengths of O.D. and Changing Environmental - Diffusion of Techniques -

Integrative Practice - The Search for High Performance Community - Organisation Transformation for large scale Paradigm Shift - The O.D. Value Cycle - O.D. Interventions for special situations like turnaround situations, Managing Discontinuities - The New Agenda for O.D.

Suggested readings:

1. Wendell L. French Cecil H. Bell & Jr. Veena Vohra - Organization Development 6th Edition, Pearson Education, 2008.
2. Wendell L. French, Cecil H. Bell Jr. & Robert A. Zawacki - Organization Development and Transformation - Managing Effective Change, 6th Edition, Tata McGrawHill, 2008
3. Cummings Wor ley - Organization Development & Change, 8th Edition Cengage Learning India Pvt. Ltd. New Delhi, 05
4. Bhupan Srivatsava - Organization Design & Development Concepts & Applications, Himal Impressions, New Delhi, 2009
5. Cummings & Worley - Organization Development & Change, 8th Edition Cengage Learning Pvt. Ltd., 2009.

DISCIPLINE SPECIFIC ELECTIVES
GROUP – B: MARKETING MANAGEMENT
MB 305 B - CONSUMER BEHAVIOUR

UNIT - I : Consumer Behaviour

Concept - Types of consumers - Approaches to studying Consumer Behaviour - Inter - disciplinary analysis - Consumer Behaviour applications in designing marketing strategies - Current Trends in consumer behaviour - Problems in studying Consumer Behaviour.

UNIT - II : Internal Determinants of Consumer Behaviour

Motivation- Learning- Perception-Attitude - Personality and Life style.

UNIT - III : External Determinants of Consumer Behaviour

Family - Social Class- Reference Groups and Opinion Leader-Diffusion of innovations- Culture and Subculture.

UNIT - IV : Consumer Decision Making Process

Consumer Dissonance - Consumer Decision Making Models: Howard Sheth Model -EKB Model - Organisational Buyer Behaviour and Influences on Organisational Buyer Behaviour.

UNIT - V : Organizational Buying Behaviour:

Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

Suggested readings :

1. Schiffman, Leon, G and Kannuk, Leslie Lazar: Consumer Behaviour Prentice Hall of India.
2. David L. Loudon & Albert J. Delia Bitta: Consumer Behaviour, Me GrawHill.
3. Suja R. Nair: Consumer Behaviour in Indian Perspective, Himalaya Publishing House.
4. Dr. Rajeev Kumara, Consumer Behaviour: Himalaya Publishing.
5. Roger J. Baran, Robert J. Galka, Deniel P. Strunk: Customer Relationship Management, South West Cengage Larning.
6. S. Shanmuka Sundaram: Customer Relationship Management, Modern Trends and Perspective, Prentice Hall of India.
7. Peelan - Customer Relationship Management, Pearson Education.

DISCIPLINE SPECIFIC ELECTIVES
GROUP – B: MARKETING MANAGEMENT
MB 306 B - ADVERTISING AND SALES MANAGEMENT

UNIT - I : Integrated Marketing Communications Meaning

Definition - the Promotion Mix and IMC Planning Process. Introduction to Advertising - Scope - Objectives DAGMAR-5Ms of Advertising - Functions and Importance - Socio- Cultural and Ethical Dimensions of Advertising - Recent Trends in Advertising - Advertising for Social Causes.

UNIT - II : Advertising Copy

Meaning - Essentials of Good Advertising copy - Message Strategy - Copy Writing - Art Direction and Production - Advertising Copy for Print Media - Advertising Copy for Electronic Media - T.V., Radio, Internet - Creativity in Advertising.

UNIT - III : Advertising Media

Planning and Strategy - Types of Media - Electronic Media - Out Door Media - Media Scheduling Decisions - Media Mix Decisions and an overview of Media Scenario in India.

UNIT - IV : Advertising Budgets

Planning for Advertising Budgets - Methods of Determining Advertising Budgets - Advertising Effectiveness - Need and Problems - Tools and Techniques of Measuring Communication Effectiveness and Sales Effectiveness of advertising.

UNIT - V : Advertising Agency and Advertising Industry

Regulation of Advertising Industry - Structure of Indian Advertising Industry - Advertising Agencies - Media Companies and Supporting Organizations - Recent Trends in Indian Advertising - Advertising Agencies - Functions - Selecting and Compensation to Advertising Agencies - Advertising Agencies in India. Legislation affecting advertising - Self Regulating code of advertising - Regulations governing different types of Advertising - Advertising council of India.

Suggested readings :

1. Devi A Aakar & John Myer - Advertising Management, Prentise Hall of India.
2. Chunawala S.A. and K.C. Sethiya - Fundamentals of Advertising Theory and Practice., Himalaya Publishing House.
3. George, E. Belch & Michel A. Belch - Advertising and Promotion, Tata MacGraw Hill Co.
4. Kruti - Shah and Alan D' Souza - Advertising and Promotion; Tata MacGraw Hill Co.
5. O' Guinn Alien Semenik - Advertising Management, Cengage Learning.

DISCIPLINE SPECIFIC ELECTIVES

GROUP – B: MARKETING MANAGEMENT

MB 307 B - PRODUCT AND BRAND MANAGEMENT

UNIT - I : Product Management

Concept - Need and Importance - Evolution of Product Management - Product Management Process - Role of Products Levels of Products - Buy Grid analysis - Product Customization Product focused Organizations - Role of Product Manager in Modern Marketing.

UNIT - II : Competitive Strategy for Products

Market Mapping - Category Analysis - Competitor analysis - Customer analysis - Product portfolios - BCG Matrix - Shell's Directional Policy Matrix - Product mix and line decisions - Managing line extensions - Product Positioning strategies.

UNIT - III : Product Development

Product Innovation - Product Development Process - Factors affecting success or failures of new products - Product Life Cycle - Management of Product Life Cycle - Managing different stages of PLC - Product Revival Strategies - Product Elimination Decisions.

UNIT - IV : Concept of Brand

Brand and Firm - Brands and Consumers - Brand Identity - Brand Image - Protecting Brand - Brand Perspectives – Brand Levels - Brand Evolution

UNIT - V : Brand Equity

Brand Loyalty and Brand Equity - Brand Personality - Building Brands - Brand Extension strategies - Brand Positioning - 3 Cs of Positioning - Competitive Positioning.

Suggested readings :

1. Ramanuja Mazumdar - Product Management in India - PHI Learning - New Delhi - 2009.
2. Harsh V Verma - Brand Management - Text and Cases - Excel Books - New Delhi - 2008.
3. Michael Baker and Susan Hart - Product Strategy and Management - Pearson Education - New Delhi - 2009.
4. Donald R Lehman - Product Management - Tata McGraw Hill Pvt. Ltd - New Delhi - 2005.
5. S.A.Chunawalla - Product Management - Himalaya Publishing House - New Delhi - 2009.

**DISCIPLINE SPECIFIC ELECTIVES
GROUP – C: FINANCIAL MANAGEMENT**

MB 305 C - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT - I : Introduction to Risk Return Analysis

Investment Definitions and Alternatives - Security Returns - Concept and Measurement - Historical (Ex-post) Return and Expected (Ex-ante) Return - Total Return and Holding Period Return - Arithmetic and Geometric Return - Nominal and Real Return-Return Relatives. Market Indices and their construction (Simple problems) - Measurement of Risk and Expected Risk - Standard Deviation and Variance.(Problems on Measurement of Return and Risk on different securities in various situations). (simple problems)

Unit - II: Bond Valuation

Bond Valuation - Bond Characteristics –Intrinsic Value of Bond - Bond Prices and Yields - Risk in Bonds and Duration - Analysis and Valuation of Straight and Convertible Bonds. (Problems on Valuation of Common Stocks and Debt Securities in different situations and Bond Yields and Duration). (simple problems) - Common Stock Valuation - Balance Sheet Valuation – Dividend Capitalization Model - Free Cash Flow Model – Earnings Multiplier Approach - Earnings-Price Earnings Ratio, Expected Growth and Two Stage Growth - Other Valuation Ratios.

UNIT - III : Fundamental Analysis and Technical Analysis

Equity Analysis - Objectives - Approaches - Fundamental Analysis - Economic Analysis - Global Economy, Government Policy and Macro Economy - Industry Analysis - Industry

Classification-Key Characteristics - Industry Life-Cycle Analysis-Company Analysis- Earnings - Accounting Analysis – Technical Analysis – Charting the Market Movements and Dow Theory

Unit – IV: Portfolio Theory

Concept of Portfolio – Basic Principles of Portfolio Theory – Process of Portfolio Management – Traditional Portfolio Analysis – Portfolio Theory – Concept of Diversification – Random Walk Hypothesis - Markowitz Diversification – Effects of Combining Securities – Portfolio Return and Portfolio Risk – Portfolio Standard Deviation – Co-variance - Portfolio Beta: Concept and Measurement – Generating Efficient Frontier – Markowitz Theory – Sharpe Index Model (simple problems)

UNIT - V : Portfolio Selection and Evaluation

Portfolio Selection – Optimization – Significance of Beta in the Portfolio Selection - Capital market Theory : Basic Assumptions – Capital Market Line(CML) – Security market Line(SML) – Capital Asset Pricing Model (CAPM) –Arbitrage Pricing Theory (APT): Principles of Arbitrage – Evaluation of Portfolio- Evaluation of Mutual Funds – Sharpe Reward to Variability Ratio and Treynor Reward to Volatility Ratio – Johnson Measure (simple problems)

Suggested readings :

1. Fischer and Jordan, Security Analysis and Portfolio Management, PHI, New Delhi, 2008.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill, 2008.
3. William F.Sharpe, Gordon J Alexander and Jefferay V.Bailey, Investments, 6th Edition, PHI Learning Private Limited, New Delhi, 2008.
4. Reilly and Brown, Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning, New Delhi, 2009.

DISCIPLINE SPECIFIC ELECTIVES GROUP – C: FINANCIAL MANAGEMENT MB 306 C INDIAN FINANCIAL SYSTEM

UNIT-1: Financial System

Overview - Structure of Financial System - Components-Markets, Institutions, Instruments, Services - Functions of financial system - Role of Financial system in Economic Development.

UNIT - II : Money Market

Functions - benefits - money market instruments - Treasury Bills market - Call/notice money market - commercial papers - certificate of deposits - commercial bills market - discount markets.

UNIT - III : Capital Market

Primary Markets: Initial Public Offer (IPO) - Follow on Public Offering (FPO) - Rights Issue - Private Placements, Preference Issues - Book Building, American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Foreign Currency Convertible Bonds (FCCBs).

UNIT - IV : Capital Market

Secondary Markets: Stock Exchange - Organisation, Management & Membership - Functions -

listing, trading and settlement - Bond Market: Significance, functions, participants -Depositories and Custodians - National Securities Depository Ltd (NSDL), Central Depository Services (India) Ltd (CDSL), The Stock Holding Corporation of India Ltd (SHCIL).

UNIT - V : Regulatory Framework

RBI: Functions and Role - Monetary Policy. SEBI: Objectives, Powers and functions - SEBI Regulations relating to Capital Markets - Investors' Protection.

Suggested readings :

1. Bhole L.M. & Jitendra Mahakud: Financial Institutions and Markets, Tata McGraw Hill Education Private Ltd., New Delhi.
2. Bharati V. Pathak: The Indian Financial System - Markets, Institutions and Services, Pearson Education Pvt. Ltd., New Delhi.
3. Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
4. Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Guruswamy.S: Financial Markets and Institutions, Tata McGraw-Hill Education Pvt. Ltd.

DISCIPLINE SPECIFIC ELECTIVES

GROUP – C: FINANCIAL MANAGEMENT

MB 307 C - CORPORATE TAXATION AND PLANNING

UNIT - I :

Direct and Indirect Taxes - Significance of corporate taxation - Basic Concepts and definitions - Residential Status and Scope of Total Income of a Company - Classification of companies for tax purpose - Incomes exempt from tax applicable to company.

UNIT - II :

Computation of Income from House Property - Income from Business - Capital Gains - Other Sources (Problems) - Set-off and Carry forward of losses - Deductions from GTI u/s.80 applicable to companies - Computation of Total Income and Tax Liability (problems). - New Provisions of MAT.

UNIT-III:

Wealth Tax - Scheme of Wealth Tax - Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies - Computation of wealth tax liability of Corporate Assessee (Problems).

UNIT-IV:

Tax Planning - Meaning and Scope of Tax Planning and Tax Management - Tax Evasion vs. Tax Avoidance - Special Provisions relating to Avoidance of Tax - Tax Planning with reference to Financial Management Decisions-Capital Structure decision - Dividend - Bonus shares.

UNIT - V :

Tax Planning in respect of Mergers and Amalgamations - Tax considerations in setting up New Industrial Undertaking - Tax planning in respect of Export Promotion - Capital Gains Investments - Tax planning and foreign collaborations.

Suggested readings :

1. Gaur and Narang: Income Tax Law and Practice, Kalyani Publishers, New Delhi, 2009.
2. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.

DISCIPLINE SPECIFIC ELECTIVES GROUP – D: SYSTEMS MANAGEMENT

MB 305 D - RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS)

UNIT-I: Introduction

Introduction to databases - Introduction - Application development without databases- Advantages - Concepts and history of DBMS - commercial databases. Data base design - Feasibility study - designing system - class diagrams - data types - elements.

UNIT - II : Data Normalization

Introduction - Sample database- first - second - third Normal Forms Beyond third normal form - Data rules and integrity - effects of Business rules - Converting class clan diagram to normalized tables - data dictionary.

UNIT - III : Queries and sub queries.

Data queries - Basics - Computation - Group by multiple tables - Sub queries - Joins - SQL testing queries.

UNIT-IV: SQL Forms

Application development using SQL FORMS organization of SQL FORMS - Function Key - Screen Painter, default form designing a complete form- trigger and their types trigger command syntax - Use of macro generating a form, running a form, user exits.

UNIT - V : SQL Report Writer

Types of reports, entering the query formulating the report, calculated field, group settings modifying report settings, previewing a report running a report, SQL LOADER, Database Administrator

Suggested readings:

1. James Perry T and Joseph, G. Lateer: Understanding Oracle, BP
2. Abbey and Corey, Oracle: A Beginners Guide, Tata MC Graw Hill
3. Gerald V. Post: Data Base Management Systems- Designing and Business Application, Tata Me Graw Hill.
4. McFadden: Database Management System, Addison Wesley.

DISCIPLINE SPECIFIC ELECTIVES GROUP – D: SYSTEMS MANAGEMENT MB 306 D - MANAGEMENT OF SOFTWARE PROJECTS

UNIT - I : Introduction

Introduction to Software engineering - Evolving role of Software - changing nature of Software - Legal Software - Software myths - A generic view of process-Software engineering - a layered technology -A Process Framework-CMMI-Process Patterns - A process Assessment -personal and team process models - Process Technology - Product and process.

UNIT-II: Process Models

Perspective models - Waterfall model - incremental process models - evolutionary process model - specialized process model - Unified process. An agile view of process- agility -Agile process -

Agile process models

UNIT - III : Software Engineering Practice

Communication practice- planning practices - modeling practices - construction practice - deployment - system engineering - computer-based system- system engineering hierarchy- Business process engineering- product engineering - system modeling.

UNIT - IV : Requirement Engineering

Requirement engineering tasks - Initiating Requirement engineering process - Eliciting Requirements- Developing user care - Building Analysis model- Negotiating Requirements - Validating requirements.

UNIT - V : Building the Analysis Model

Requirement analysis - Analysis modeling Approaches - Data Modeling concepts- Object oriented analysis- Scenario Based Analysis- Flow oriented modeling- Clan Based modeling-Creating Behavioral Model.

Suggested Readings:

1. Roger S. Prenman -Software Engineering A Practitioner's Approach McGraw Hill - International edition

DISCIPLINE SPECIFIC ELECTIVES GROUP – D: SYSTEMS MANAGEMENT MB 307 D - ENTERPRISE RESOURCE PLANNING (ERP)

UNIT - I : ERP Overview

Evolution of ERP - EP Technologies-ERP Technologies - ERP As Decision support system - ERP Architecture Consideration for ERP implementation.

UNIT - II : Introduction to ERP

ERP Vs MRP, Evolution- Growth- Benefits and limitations of ERP- Phases of ERP- Sales, Marketing, Distribution Manufacturing - Finance- Personnel - Purchase and Inventory - Planning

& Control.

UNIT-III: ERP

Related Techniques Business Process Reengineering (BPR), MIS - DSS - EIS - Data warehousing - Data Mining- Online Analytical Processing (O&AP), Supply - Chain Management CAD/CAM - Materials Requirement Planning, Bills of Materials, Manufacturing Resource Planning, Distribution Requirement Planning, JIT & Kanban -Make to order- make to stock-Assemble to order, engineer-to-order.

UNIT - IV : ERP Models

Finance - Plant and Maintenance - Quality Management - Materials Management- Benefits of ERP.

UNIT - V : ERP Implementation Life Cycle

Pre-evaluation screening, Package Evaluation - Project Planning Phase - GAP Analysis - Reengineering, Configuration - Team Training- Testing & Going Live.

Suggested Readings:

1. S. Sadgopan: ERP A Managerial Perspective, Tata McGraw Hill.
2. Alexisleon: Enterprise Resource Planning, Tata Me Graw Hill.
3. Vinod Kumar Kard and Arid NK Venkaita Krishtean: E.R.P Concepts and Practice, Prentice Hall of India.
4. Luvai F Moti wallo, Jeff Thompson Enterprise Systems for Management - Pearson Education, 2009
5. Jyotindram, Enterprise Resource Planning, Himalaya Publishing House.

MBA - IV SEMESTER

MB 401 - OPERATIONS MANAGEMENT

UNIT -1 : Introduction

Evolution - Concept - Definition - Scope - Systems Perspectives- Challenges - Priorities - Special features of goods and services. Operations Strategy - Strategy Formulation - Operational Excellence - Role of Operations Management-World Class Manufacturing & Services.

UNIT - II : Designing Operations

Product Design - Process Design - Facilities Location - Steps in Facilities location - Factors

influencing facilities location - Plant Layout - Factors influencing plant layout - Process and Product System - Group and Static Product Layout - Plant Capacity and Line Balancing - Capacity Planning - Work Study - Techniques of work study - Method Study - Work Measurement-methods of work measurement. (Problems and cases in Work Study & Measurement)

UNIT - III : Production Planning and Control

Scope - Classification - Functions - Factors determining Production Planning and Control - Production Cycle - Characteristics of Process Technologies - Project - Job - Shop - Batch - Assembly and continuous - Interrelationship between product life cycle and process life cycle-Elements and Issues in JIT.

UNIT - IV : Inventory Planning and Quality Control

Purchasing System - Inventory Planning - Inventory Control Techniques - Quality control - Standards and specifications - Quality Assurance and quality circles - Statistical quality control - Control Charts for Average, range, fraction defectives - Total Quality Management (Problems and cases in SQC).

UNIT - V : Project and Maintenance Management

Concept of Project - Types of Projects - Feasibility Report - Detailed Project Report - Project management techniques-PERT and CPM - Maintenance Management-equipment cycle - Requirements for effective maintenance management. (Problems and Cases in PERT & CPM).

Suggested Readings:

1. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009.
2. B. Mahadevan: Operations Management-Theory and Practice, Pearson Education, 2008.
3. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/ Operations Management, Wiley Edition, 2009.
4. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009.
5. William J. Stevenson: Operations Management, Tata McGraw-Hill Pvt. Ltd., New Delhi, 2007.

MB 402-INTERNATIONAL BUSINESS

UNIT - I: The Structure and Strategy of International Business

An overview of international business environment - International Business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsive-ness - strategic choices - The organization of international business - control systems and incentives - entry strategy and strategic alliances - Theory of global competitiveness alignment, mapping competitiveness shifts.

UNIT - II : Managing Technology and Knowledge in International Operations

Problems of control in an international company - Designing an international control system - Understanding Technology - Technology transfer - Knowledge in Organizations - The Process of knowledge management in International Organizations - Negotiations and Decision making across borders and cultures - Mergers and acquisitions (M & A) -Implications for India for the practice of global leadership in business. Ethics and Social Responsibilities of International Firms - International ethical codes of conduct - Cross Cultural, Cross Religion and Cross Racial Issues.

UNIT - III : Role of Multi National Enterprises (MNEs)

How MNE's exploit market imperfections - seeking markets, efficiency and knowledge - MNE's and life cycle of product - The MNE's and competitive advantage of nations - Regulatory environment of MNE's - Guidelines for Managers of MNE's - Areas of particular concern to MNE's - Multinational bankruptcy. - Cross Border Liability and Trade Disputes - Protection of Intellectual Property - Tradeoffs between business abroad and national security / foreign policy at home - Role of Indian MNE's in International Business - Hidden Values and responsibilities to stakeholders.

UNIT-IV: International Economic Institutions Agencies and Agreements

Regional Trading Arrangement - The European Union and NAFTA - Bilateral Trade laws, Multilateral Trade laws - An overview of GATT / WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration - Trade Areas and Economic Unions - OPEC - Commercial policy implications of customs union - International Economic Policies - Policy Implications of barriers to trade - Debate on Trade policy i.e. free trade verses protectionism - The China Syndrome - impact of International Economic Institutions and Agencies.

UNIT-V: Functional Operations Management

International Marketing Strategy - International HR management strategy - International Operations Management Strategy -International Financial Management Strategy - Global Standard Quality Management - Porter's model of competitive advantage - The 10-P model of global strategic management - A Global perspective on corporate governance mechanisms.

Suggested Readings:

1. K. Ashwathappa - International Business, Tata McGraw Hill, 2006.
2. P. Subba Rao, International Business - Text & Cases, Himalaya Publishing House, 2009.
3. Manab Adhikary - Global Business Management, McMillan, 2001.
4. Mike W.Peng - International Business, South-Western Cengage Learning, 2008.
5. Justin Paul - International Business, PHI Learning.

MB 403- CREATIVITY AND INNOVATION

UNIT - I : Realms of Creativity

Creativity - Concept - Convergent and Divergent Thinking -Creative Intelligence - Enhancing Creativity Intelligence -Determinants of Creativity - Creativity Process - Roots of Human Creativity - Biological, Mental, Spiritual and Social -Forms of Creativity - Essence, Elaborative and Expressive -Existential, Entrepreneurial and Empowerment

UNIT - II : Creative Personality

Traits Congenial to Creativity - Motivation and Creativity - Strategies for changing Motivation - Creativogenic Environment - Formative Environment and Creativity - Adult Environment - Environmental Stimulants - Blocks to Creativity-Strategies for unblocking Creativity.

UNIT - III : Corporate Creativity

Creative Manager - Techniques of Creative Problem Solving -Creative Encounters and Creative Teams - Perpetual Creative Organisations - Creative Management Practices – Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

UNIT - IV : Creative Organisation

Issues and Approaches to the Design of Creative Organisations Policy frameworks - Organisational Design for Sustained Creativity - Mechanism for Stimulating Organisational Creativity - Creative Diagnosing - Creative Societies - Necessity Model of a Creative Society.

UNIT - V : Management of Innovation

Nature of Innovation - Technological Innovations and their Management - Inter - Organisational and Network Innovations -Design of a Successful Innovative Organisation - Training for Innovation - Management of Innovation-Agents of Innovation -Skills for Sponsoring Innovation

Suggested Readings:

1. Pradip Khandwalla- Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
2. Pradip Khandwalla- The Corporate Creativity- The Winning Edge, Tata McGraw Hill, New Delhi
3. Pradip Khandwalla- The Fourth Eye, Wheeler Publishing, New Delhi.
4. Rastogi, P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
5. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.

MB 405 INTER DISCIPLINARY ELECTIVE II MB 405 (a) – PERSONAL FINANCE

UNIT - I: Introduction:

Personal Finance - Definition and Concepts (income, expenditure, savings, investment, income tax etc.), Nature and Scope, Objectives, and Importance of

Personal Finance; **Source of Income** - Salary Income, Rental Income, and other sources; **Family Profile** - Size, Composition, Needs, Compulsions and Requirements; **Career Planning and Financial Goals** - short-term, medium-term and long-term plans; **Time value of Money** - Concepts, Motives, Compounding and Discounting, and Application of Time Value Concepts.

UNIT - II: Personal Financial Planning:

Financial Planning - Meaning, Decisions involved, and Benefits of Financial Planning; **Components of a Financial Plan** - Budgeting and Tax Planning, Liquidity Management, Financing Large Purchases, Protection of Assets and Income, Investment of Savings, Retirement and Estate Planning; **Development of Financial Plan** - Financial Goals (Short-term, Medium-term, and Long-term), Current Financial Position, Budgets Preparation, Alternative Plans, and Selection and Implementation of Best Plan.

UNIT - III: Managing Liquidity:

Banking and Interest Rates - Types of Institutions, Types of Banking Services (Savings and Term Deposit Accounts, Demat Accounts, Credit and Debit Cards, Consumer Finance etc.), Interest Rates on Deposits and Loans, Matching of Banking Services with Developed Financial Plan; **Financing of Large Purchases** - House Financing - Car Financing, Financing of Children's Education from Financial Institutions.

UNIT - IV: Investment and Tax Planning:

Investments - Concept, objectives, Constraints, Investment Avenues, Merits and Demerits of Various Investment Avenues; **Balanced Portfolio** - Concepts of Risk, Return, and Diversification - Investments in Mutual Funds and Stocks.

Personal Income Tax - Various Concepts of Tax, Taxable Incomes, Tax Exemptions, Rebates, and Tax Credits, Applicable Tax Rates, Determination of Taxable Income and Tax Liability and Assessment Procedures.

UNIT - V: Insurance and Retirement Planning:

Insurance - Concept, objectives, Types of Insurance, Importance of Insurance in Protection of Wealth, Role of Insurance Companies, Key Factors in Insurance Spending; **Retirement Planning** - Retirement Requirements - Retirement Benefits from Employers - Retirement Plans for Self-Employed - Retirement Incentives from Government, and Suitable Investment Strategies for Retired Life.

Suggested Reading

1. Jeff Madura, "Personal Finance" Pearson Education, New Delhi, 2013.

MB 405 INTER DISCIPLINARY ELECTIVE II

MB 405 (b) - MANAGEMENT INFORMATION SYSTEM

UNIT - I : Introduction

Meaning - Evolution of MIS-Manager's view of Information System - Strategic

Planning-Management Control - Operational Control - Using Information Systems for Competitive Advantage-Value Chain Model - Synergies - Core Competencies and Network based Strategies - Information Technology and Business Process Reengineering.

UNIT - II : Decision Making and Information Systems

Herbert Simon Model of Decision Making Process-Criteria for Decision Making-Behavioural Model of Decision Making - Optimisation Model - Decision Support Systems and Expert Systems - Relevance of Decision Making Concepts for Information Systems.

UNIT - III : Strategic Planning of Information Systems

Techniques of Planning - Applications of Information Systems-Financial Information Systems - Marketing Information. Systems - Production Information Systems - Human Resources-Information Systems.

UNIT - IV : Systems Analysis and Design

Development Strategies-Structured Analysis-Prototyping-System Development Life Cycle-Feasibility-Requirement Analysis-Design of the System Development of Software - Implementation and Evaluation-Systems Project Management.

UNIT - V : Organisation of Information System

Centralised, Decentralised and Distributed Processing-Role and Responsibilities of Information Systems Professionals-Security and Ethical Issues in Information Systems-Risks, Controls and Threats.

Suggested readings :

1. Robert Schultheis and Mary Summer, Management Information Systems-The Manager's View. Tata McGraw Hill, 2008.
2. Kenneth C Laudon and Jane P Laudon, Management Information Systems- Managing the Digital Firm, Pearson Education, 2009.
3. Murthy.CSV, Management Information Systems- Text & Applications, Himalaya Publishing House, 2009.
4. Gordon B. Davis, Magrethe H.Olson, Management Information Systems, Conceptual Foundations Development, Tata McGraw Hill, 2008.
5. James A O'Brien and George M.Marakas, Management Information Systems, Tata McGraw Hills, 2009.
- 6.

DISCIPLINE SPECIFIC ELECTIVE

GROUP - A: HUMAN RESOURCE MANAGEMENT

MB 406 A - MANAGEMENT OF INDUSTRIAL RELATIONS

UNIT - I : An Overview of Industrial Relations System

Definition - Objectives of IR - Participants in Industrial Relations - Functional requirements of successful Industrial Relations programmes - Industrial Relations perspectives - The system model (Dunlops approach) - The plaudits approach - Weber's social action approach - Evaluation and growth of Industrial Relations in India - Changing dimensions of Industrial Relations - Changing profile of major stakeholders - Government policies and IR.

UNIT - II: Union Management Relations

Trade Unions - Definition - Types - Governments role - Structure and Management of Trade Unions - Indian Trade Unions - Problems. Industrial disputes - Causes and Consequences of Disputes - Methods of settling Industrial Disputes - Adjudication or compulsory arbitration in India Adjudication/ compulsory arbitration V/s collective bargaining -Dispute settlement machinery for the prevention and settlement of Industrial Disputes - Statutory and Non-statutory machinery - Management of strike and Lockouts- Negotiations for win- win-dispute resolution.

UNIT - III : Collective Bargaining and Grievance Handling

Meaning and Importance of collective bargaining - Levels, Influencing factors and subject matter of collective bargaining - problems in collective bargaining in India- Works committee-Joint council of Management - Workers participation in Management - schemes of workers participation management in India. Employee grievances- Approaches to the Grievance machinery - Nature & Causes of Grievances - The Grievance procedure - Grievance and Industrial Relations - Discipline - Code of Discipline in Industry - Disciplinary proceedings - steps involved in the procedure for disciplinary action.

UNIT - IV : International Industrial Relations

Recognition of Trade Unions practices in foreign countries - Social security schemes in abroad - Glimpse into Industrial Policy of East Asia - Industrial Relations in Japan - Labour Relations in china - Industrial Relations system in Great Britain and USA - Unions strategy - a USA perspective- International Trade Union Organizations.

UNIT - V : Contemporary Issues in Industrial Relations

ILO-Objectives and Impact - Difficulties in adoption of ILO conventions and recommendations- Problems of ratifications. Economic reforms and Restructuring, Adjustment process and VRS schemes in public sector - Management of sexual Harassment - Management of contract labour - BPO/KPO (call centers) and their employee related matters- Recommendations of the Second National Commission on labour (2002) - Impact of technological change on IR.

Suggested readings :

1. Mamoria.C.B. Mamoria.S., S.V.Gankar - Dynamics of Industrial Relations Himalaya Publishing House.
2. P.R.N. Sinha Indu Bala Sinha Seema Priyadarshini Shekar- Industrial Relations, Trade Unions and Labour Legislation Pearson Education.
3. R.C. Saxena - Labour Problems and Social Welfare, K.Nath & Co.
4. Arun Monappa - Industrial Relations TataMcGraw Hill publishing Co., New Delhi.

DISCIPLINE SPECIFIC ELECTIVE

GROUP - A: HUMAN RESOURCE MANAGEMENT
MB 407 A - COMPENSATION MANAGEMENT

UNIT - I : Foundation of Compensation Management

Definition - Objectives, Principles and Importance - The Pay Model - Compensation Objectives - Stake Holders- Forms of Pay - Cash Compensation Base - Merit Pay - Cost of living Adjustments - Incentives - Allowances - Policies on Internal Alignment and External Competitiveness- Strategic Perspective of total compensation - Mapping total compensation strategy - Pay Decisions and Organisation Strategy - "Best Fit" Vs. "Best Practices" Dilemma - Issues and Models of Executive Compensation.

UNIT - II : Components of Pay Structure

Organisational Strategy - Work Flow - Fairness - Motivation of Behaviour - Economic Pressures - Government Policies - Law and Regulations - External Stakeholders - Cultures and Customers - Organisations of Human Capital - Organisation Work Design - Overall HR Policies - Internal Labour Markets - Employee Acceptance - Research Findings - Equity Theory - Tournament Theory - Institutional Model - Pay Structure based on jobs, Employees and Competencies - Use of Job Analysis and Job Evaluation in Designing Pay Structures.

UNIT - III : Compensation Strategy and Competitiveness

Influencing factors of external competitiveness - Modifications to the Supply and Demand side - Compensating Differentials - Job Structure and Pay Structure - Grades and Ranges - Broad banding - Determinants of Grades and Ranges of Pay - Differences in Quality of Individuals applying for work - Differences in the productivity and value - Differences in the pay mix of Competitors - Issues in pay for performance - Employee Stock Ownership Plans (ESOPs) - Performance Plans - Broad Based Option Plans (BBOPs) - The Role of Performance Appraisal in Compensation Decisions.

UNIT - IV : International Compensation Systems

Managing Variations in International Pay System - Determinations of International Compensation System - (1) Institutional Factors, (2) Economic Factors Competitive Dynamics/ Markets,(3) Employee Related (4) Organizational Factors Components of International Compensation. The Three approaches to International Compensation Management (1) The Budget System (2) The Balance Sheet or Home Net System (3) The Local Going Rate System - The Challenge of Rewarding Excellence.

UNIT - V: Components of Pay Structure in India

Basic Wage - Dearness Allowance - Flat Rate - Graduated Scale - Cost of Living and Consumer Price Index Number (CPIM) - Over time payment - Annual Bonus - General Allowances -Special Allowances - House Rent Allowances, Canteen Allowances etc. Fringe Benefits - Recent Developments, CEO Compensation Package - The Indian Context - Compensation Issues in VRS - The Challenge of Rewarding Excellence.

Suggested readings :

1. Milkovich GT Newman TM - Compensation, Tata McGraw Hill, 2005.
2. B.D. Singh - Compensation and Reward Management, Excel Books, New Delhi, 2007.
3. Tapomoy DEB - Compensation Management Text & Cases, Excel Books, New Delhi, 2009.
4. Mousumi S. Bhattacharya Nilanjan Sen Gupta - Compensation Management Excel Books.

DISCIPLINE SPECIFIC ELECTIVE
GROUP - A: HUMAN RESOURCE MANAGEMENT
MB 408 A STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit I: Introduction to Strategic Human Resource Management

Strategic HRM: Concept - Traditional Vs Strategic HRM – Need – Steps – Role of HR in Business Strategy – Strategic fit - Barriers to Strategic HR. - People Capability Maturity Model – Intellectual Capital: Human, Social and Organisational – Models of Strategic HRM – HRM Strategy: Characteristics – Contents - Strategy Integration, Formulation and Implementation.

Unit II: Human Resource Strategy

Overview of Strategies: Recruitment Strategies – Reward and Compensation – Training and Development – Performance Management – Retrenchment Strategies.

Unit III E-HRM Strategy

E-HRM: Concept – Need and Significance – E Hiring – HR issues in Virtual Organisation – Web based Reward Linkage – HRIS – Design and Implementation – Benefits and Challenges – Designing HR Portals – Employee Privacy.

Unit IV: Knowledge and Talent Management Strategy

Knowledge Management: Concept – Process – Significance – Principles and Models - Challenges – Strategic Knowledge Management – Knowledge Sharing – Talent Management Strategy: Concept – Significance – Process and Challenges – Talent Hunting – Pouching – Development – Attrition and Retention Strategy.

Unit V: Career and Competency Management Strategy

Career Strategy: Policy and Strategy of Career - Career Opportunity – Need Assessment – Anchors – Career Development Cycle – Challenge – Models - Self Development. Competency Management: Concept – Significance – Core Competencies – Assessment - Models - Competency Mapping.

Suggested Readings:

1. Sarma A M (2009), **Personnel and Human Resource Management**, 6th Edition, Mumbai, Himalaya Publishing Company.
2. Rathana Reddy B (2007), **Knowledge Management – Text, Concepts, Cases and Exercises**, Mumbai, Himalaya Publishing House.
3. Armstrong Michel and Angela Baron (2008), **A Handbook of Strategic HRM**, Mumbai, Jaico Publishing House.
4. Rajib Lochan Dhar (2008), **Strategic Human Resource Management**, New Delhi, Excel Books
5. Richard Regis (2008), **Strategic Human Resource Management and Development**, New Delhi, Excel Books

DISCIPLINE SPECIFIC ELECTIVE
GROUP – B: MARKETING MANAGEMENT

MB 406 B - SERVICES MARKETING

UNIT - I : Introduction to Services Marketing

Meaning and Definition of Service Marketing - Nature - Classification of Services - Characteristics of Services - Difference between Product and Services - Reasons for Growth and Development of Services Marketing - Recent Trends in Service Marketing - Problems and Challenges in Services Marketing.

UNIT - II : Services Marketing Mix

Traditional 4P's - Product - Pricing - Promotion and Physical Distribution. - Extended Marketing Mix 3P's physical Evidence - People and Process.

UNIT - III : Marketing Strategies for Service Firms

Internal Marketing - Interactive Marketing and Relationship Marketing - Differentiation Strategy - Service Quality – Demand Management and Productivity - Service Strategies – Dimensions - Product Support Services.

UNIT - IV : Marketing of Tourism and Travel services

Tourism Marketing Strategies - Tourism Products - Tourism Potential in India - Hotel Marketing (Hospitality Marketing) Products - Marketing of Transport Services - Airways, Railways, Road Ways - Multimode Transportation Services.

UNIT - V: Marketing Strategies for Financial and Other Services

Marketing of Financial & Banking Services - Marketing of Insurance Services - Marketing of Telecom Services - Marketing of Health Care Services.

Suggested Readings:

1. Ravi Shankar - Services Marketing, Excel Marketing.
2. Love Lock Christopher H. - Services Marketing, Prentices Hall of India.
3. Philip Kotler & Clarke N Robert - Marketing for Health Care Organizations.
4. Rajendra & Nargundkar - Services Marketing, TATA Mc graw. Hill. Co.
5. Ram Mohan - Services Marketing, TATA Mc.graw Hill. Co.

DISCIPLINE SPECIFIC ELECTIVE
GROUP – B: MARKETING MANAGEMENT

MB 407 B - RURAL MARKETING

UNIT - I : Introduction to Rural Marketing

Meaning and definition - stages in development of rural markets - characteristics of rural markets - differences between urban and rural markets - rural marketing environment- problems and challenges of rural markets

UNIT - II : Agricultural Marketing-I

Marketing of agricultural inputs - Features - seeds - fertilizers - pesticides - tractors - challenges and opportunities - An overview of Indian agrochemical market. Marketing of agriculture products- definition and scope - features of agricultural products - classification of agricultural markets-methods of sale- Channels of distribution.

UNIT - III : Agricultural Marketing -II

Defects in agricultural marketing - Steps to improve agricultural marketing - Role of middleman in agricultural marketing Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions - Regulated markets , Cooperative marketing institutions, Periodic markets, Rural retail outlets - NAFED, MARKFED, APEDA.

UNIT - IV : Rural Marketing Mix Strategies

Rural product strategies and brand management - Rural pricing strategies - Rural distribution strategies - Rural promotional strategies.

UNIT - V : Rural Consumer Behaviour and Innovations in Rural Marketing

Rural consumer behaviour - Types and characteristics of rural consumers - Factors influencing rural consumer behaviour - Shopping habits of rural consumers - Opinion leaders. Rural marketing initiatives by corporate sector - corporate sector in agri-business - cultivation, processing and retailing.

Suggested readings :

1. Balram Dogra and Karminder Ghuman: Rural Marketing - Concepts and Practices, Tata McGraw Hill.
2. CNG Krishnama charyulu and Lalitha Ramakrishnan : Rural Marketing - Text and Casesd

,Pearson Edn.

3. RV Badi and NV Badi : Rural Marketing : Himalaya
4. R Krishna Murthy : Introduction to Rural Marketing : Himalaya
5. CK Prahlad : The Future of the Bottom of the Pyramid : Pearson Edn.

DISCIPLINE SPECIFIC ELECTIVE

GROUP – B: MARKETING MANAGEMENT

MB 408 B - SUPPLY CHAIN MANAGEMENT

Unit - I: Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs. ii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM

Unit - II: i. Logistics Management -Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics,. ii. Sourcing of material, Global sourcing–issues and Problems. e-Procurement, Group Purchasing, Supplier Relations, Supplier Partnerships,.. Inventory Management in Supply chain-Role and importance of inventory in SC

Unit - III: Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Vehicle Scheduling and routing, Milk run and cross docking. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems.

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

Unit - V: SC Network Design, Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integrationInternal and external, Role and importance and selection of Handling systems in SC integration.

Suggested Books:

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1st Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1st Ed.
5. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.

DISCIPLINE SPECIFIC ELECTIVE

GROUP – C: FINANCIAL MANAGEMENT

MB 406 C - INTERNATIONAL FINANCIAL MANAGEMENT

UNIT - I : International Financial System

Meaning, scope and significance of International Finance. International Financial System - Components and environment. Finance function in global context - International Monetary System - fixed and floating systems - Balance of Payments (BOP). International Financial Institutions - World Bank - IMF - ADB.

UNIT - II : Foreign Exchange Market

Players and components, functions - Foreign Exchange Rates - Spot - Forward and Cross Rates. Theories of determining foreign exchange rate - International Parity condition. Indian Foreign Currency Market - Foreign Exchange Management Act (FEMA) - Recent development (Problems and Cases).

UNIT - III : Management of Foreign Exchange Risk

Meaning and types of risk - Management of Translation, Transaction, and economic exposure. Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases)

UNIT - IV : International Monetary System

Forwards, Swaps, and interest rate futures. European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, Dealing position, Speculation and leveraged arbitrage (Problems).

UNIT - V : Financial Management of Multinational Firm

Foreign Capital Budgeting Decisions - Cash Flow Management - Tax and Accounting implications of International activities (Simple Problems).

Suggested readings :

1. Apte P.O. International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
2. Madhu Vij: International Financial Management, Excel Books, New Delhi, 2003.
3. Machiraju, H.R, International Financial Management, Himalaya Publishing House.
4. Alan C. Shapiro: Multinational Financial Management, Wiley India Pvt. Ltd., New Delhi.
5. Ephraim Clark: International Financial Management, Cengage Publications, Delhi.

DISCIPLINE SPECIFIC ELECTIVE

GROUP – C: FINANCIAL MANAGEMENT

MB 407 C - STRATEGIC FINANCIAL MANAGEMENT

UNIT - I : Introduction

Introduction Strategic Financial Planning - Corporate Strategy for Growth - Regulatory Framework - Rights Issue - Value of Right - Initial Public Offer - Private Placement - Venture Capital.

UNIT - II : Capital Structure Planning

Estimating Financial Requirements - Understanding Debt – Debt Securitization - Syndicatisation - Debt Policy - Pecking Theory Hypothesis -EBIT-EPS Analysis Indifference Point – Levered Beta - Un-levered Beta (Simple Problems).

UNIT - III : Corporate Acquisitions

Types of Acquisitions - Mergers - Reasons - Merits and Demerits - Exchange Ratio - Dilution and Accretion of Earnings - Evaluation of Mergers and Takeovers - Consolidated Balance Sheet (Simple Problems).

UNIT - IV : Corporate Valuation

Approaches - Estimating Equity Free Cash Flows - Valuation based on EFCF - DCF - (Simple Problems) Value Based management - Economic Value Added Approach.

UNIT - V : Corporate Restructuring

Corporate Restructuring and Reengineering Changing Ownership - Spin-off - Split-off - Leveraged Buyout - Financial Restructuring - Buy Back of Shares - Problems in Implementing Corporate Restructuring Policies - (Theory only).

Suggested readings :

1. Prasanna Chandra - Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
2. Aswath Damodaran - Corporate Finance Wiley India 2nd Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman - Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.
4. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers - Restructuring and Corporate Control, Prentice Hall, India, 2007.

DISCIPLINE SPECIFIC ELECTIVE
GROUP – C: FINANCIAL MANAGEMENT
MB 408 C - FINANCIAL DERIVATIVES

UNIT -I : Introduction

Derivatives - Introduction - Evolution - Significance and functions - Types - Financial and Commodities - Players in Derivatives Market - Trading and types of Orders - Settlement Procedure - Clearing House - Mark-to-Market - SPAN Margin System.

UNIT - II : Forward & Future Contracts

Concept - Features - Forward Contract Types - Forward Rate Agreements - Forward Trading Mechanism - Forwards Vs. Futures - Future Contracts - Types - Evolution of Futures Market - Players in futures market - Functions - Trading Mechanism - Specifications of future contracts - Pricing of futures-Yielding, no income, known income, known dividend - Hedging with futures and forwards (Problems)

UNIT - III : Options

Concepts - Options Vs. Futures - Types - Trading with options - Basic principles - Strategies involving options - Hedging with options - Currency options.

UNIT - IV : Valuation of Options

Factors determining option value - Binomial Option Pricing Model-single period and two period - Black-Scholes Option Pricing Model-non dividend and dividend paying strategies - The Greeks of Black Scholes Model.

UNIT - V : Financial Derivative Market in India

Recommendations of L.C. Gupta Committee on derivatives - Trading Mechanism at NSE and BSE - Eligibility of stocks - Regulation of Trading System - J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

Suggested Readings:

1. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
2. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
3. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
4. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007
5. Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008

DISCIPLINE SPECIFIC ELECTIVE

GROUP – D: SYSTEMS MANAGEMENT

MB 406 D - ARTIFICIAL INTELLIGENCE

UNIT - I : AI Roots and Scope

History of applications from Eden to ENIAC: Attitudes towards intelligence knowledge, and Human Artifice, Overview of AI Application areas. **Artificial Intelligence as Representation and Search** : Introduction, The propositional Calculus, The predicate calculus, Using co Rules to produce predicate calculus Expressions, Applications: A Logic Based Financial Advisor.

UNIT - II : Structural and Strategies

Structures and Strategies for state space search : Introduction, Graph Theory- Strategies for state space search, Using the state space to represent. Reasoning with the predicate Calculus.

UNIT - III : Heuristic Search

Introduction, An algorithm for Heuristic search, admissibility, Monotonicity and Informedness, using Heuristics in Games, Complexity issues.

UNIT - IV : Representation and Intelligence

The AI Challenge knowledge representation: Issues in knowledge representation- A brief History of AI representational schemes- conceptual Graphs: A Network Language-Alternatives to Explicitly Representation- Agent based Distributed Problem, solving Strong Method Problem Solving: Introduction, Overview of Experts systems - Technology - Rule-Based Expert systems - Model, Case based and Hybrid systems, Planning.

UNIT - V : Reasoning in Uncertain Situations

Introduction - Logic - Based Adductive Inference - Abduction - Alternatives to Logic- The Stochastic Approach to Uncertainty.

Suggested Readings:

1. George Fluge, Artificial Intelligence, Pearson Education, 5th Edition 2008.
2. Elaine Rich Kevin Knight, Artificial Intelligence, Tata McGraw Hill, New Delhi, 2007

**DISCIPLINE SPECIFIC ELECTIVE
GROUP – D: SYSTEMS MANAGEMENT**

MB 407 D - DATA COMMUNICATIONS AND NETWORKING

UNIT - I: Introduction

Data Communications - Components - Data Representations - Data Flow - Networks - Distributed Processing, Network Criteria - Physical Structures - New work models - Categories of Networks - Interconnection of Networks - The Internet-Protocol and Standards.

UNIT - II : Network Models

Layered tasks - OSI model- Layered architecture- Peer-to peer processes- encapsulation layers in the OSI model- TCP/IP Protocol suite- Addressing

UNIT - III : Data and Signals

Analog and Digital - Periodic Analog Signals - Digital Signals- Transmission Impairment - Data Rate Limits - Performance.

UNIT - IV : Digital Transmission

Digital - to Digital Conversion - Analog - to Digital Connection - Transmission modes Analog Transmission- Digital to Analog Conversion - Analog-to-Analog conversion.

UNIT - V : Bandwidth Utilization

Multiplexing and Spreading - Multiplexing- Spread Spectrum-Guided Media- Unguided media- Wireless- Radio waves- Micro Waves- Infra red.

Suggested Readings:

1. Data Communication and Networking by Behraaz A Forouzan (Fourth edition) McGraw Hill Companies
2. Communication Networks Principles and Practice by Sumit Kasua/ Nishil Narang Sumita Narang.
3. Tomasi - Introduction to Data Communications & Networking, Pearson Education.
4. William A Shay: Understanding Data Communications & Networks, Vikas Publishing.
5. William Stallings: Data and Computer Communications, Pearson Education.

DISCIPLINE SPECIFIC ELECTIVE
GROUP – D: SYSTEMS MANAGEMENT

MB 408 D - DATA MINING AND DATA WAREHOUSING

UNIT -I : Introduction

Data Mining Functionalities- Classification of Data Mining systems- Data Mining task primitives- Integration of a Data mining system with a Database or Data warehouse system-Major Issues in Data Mining.

UNIT - II : Data Processing

Descriptive Data Summarization - Data cleaning - Data Integration and Transformation - Data Reduction- Data Discretization and Concept hierarchy generation.

UNIT - III : Data warehouse and OLAP Technology

An overview- A multi Dimensional Data Model - Data ware house Architecture- Data warehouse Implementation - from Data ware house into Data Mining.

UNIT -IV : Mining Frequent Patterns

Association and Co-relation - Basic Concept and a road map-efficient and Scalable frequent item set mining methods- Mining various kinds of Association rules.

UNIT - V : Classification and Prediction

Issues regarding classification and Prediction - Classification by decision tree induction- Bayesian classification - Rule Based classification.

Suggested readings :

1. Jiaweihan and Micheline KamberData Mining Concepts and Techniques.
2. Richard J. Roigel, Michael W. Geatz, Data Mining - A tutorial Based Primmer - Pearson Education, New Delhi,2005.
3. Tan - Data mining, Pearson Education.