

ACADEMIC REGULATIONS & COURSE STRUCTURE

For

MBA (Regular)

(Applicable for batches admitted from 2016-2017)



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA
KAKINADA - 533 003, Andhra Pradesh, India**

I Semester

| Subject | Title | Marks | Credits |
|----------------------|---|-------|-----------|
| C-101 | Principles of Management | 100 | 3 |
| C-102 | Managerial Economics | 100 | 3 |
| C-103 | Accounting for Managers | 100 | 3 |
| C-104 | Managerial Communication & Soft skills | 100 | 3 |
| C-105 | Business Environment | 100 | 3 |
| C-106 | Quantitative Analysis for Business Decision | 100 | 3 |
| C-107 | IT – LAB | 100 | 3 |
| Total Credits | | | 21 |

II Semester

| Subject | Title | Marks | Credits |
|---------|--------------------------------------|-------|---------|
| C-201 | Financial Management | 100 | 3 |
| C-202 | Human Resource Management | 100 | 3 |
| C-203 | Marketing Management | 100 | 3 |
| C-204 | Production and Operations Management | 100 | 3 |
| C-205 | Business Research Methods | 100 | 3 |
| C-206 | Organizational Behavior | 100 | 3 |
| C-207 | Mini Project * | 50 | 2 |
| | Seminar on Mini Project | 50 | 2 |

III Semester

| Subject | Title | Marks | Credits |
|---------|--|-------|---------|
| C-301 | Strategic Management | 100 | 3 |
| C -302 | Legal Aspects of Business | 100 | 3 |
| C -303 | Business Ethics & Corporate Governance | 100 | 3 |
| E -301 | Elective – 1 | 100 | 3 |
| E-302 | Elective – 2 | 100 | 3 |
| E-303 | Elective – 3 | 100 | 3 |
| E-304 | Elective – 4 | 100 | 3 |

IV Semester

| Subject | Title | Marks | Credits |
|------------------------------|--------------------------------------|-------------|-----------|
| C -401 | Logistic and Supply Chain Management | 100 | 3 |
| C -402 | Entrepreneurship Development | 100 | 3 |
| E-401 | Elective – 5 | 100 | 3 |
| E-402 | Elective – 6 | 100 | 3 |
| E-403 | Elective – 7 | 100 | 3 |
| E-404 | Elective – 8 | 100 | 3 |
| | Major Project & Comprehensive Viva | Grade | 8 |
| Total Marks / Credits | | 2700 | 90 |

Elective: The student has to choose any **ONE** Specialization from the following areas in the beginning of III Semester

III SEMESTER

HR

| | SUBJECT TITLE |
|-------------------|-------------------------------------|
| Elective-1 | Leadership Management |
| Elective-2 | Compensation and Reward Management |
| Elective-3 | Performance Management |
| Elective-4 | Strategic Human Resource Management |

FINANCE

| | SUBJECT TITLE |
|-------------------|--|
| Elective-1 | Security Analysis & Portfolio Management |
| Elective-2 | Banking and Insurance Management |
| Elective-3 | Advance Management Accounting |
| Elective-4 | Strategic Financial Management |

MARKETING

| | SUBJECT TITLE |
|-------------------|-------------------------------------|
| Elective-1 | Consumer Behavior |
| Elective-2 | Retail Management |
| Elective-3 | Customer Relationship Management |
| Elective-4 | Strategic Human Resource Management |

SYSTEMS

| | SUBJECT TITLE |
|-------------------|-------------------------------------|
| Elective-1 | E-Business |
| Elective-2 | RDBMS |
| Elective-3 | Web Designing |
| Elective-4 | Strategic Human Resource Management |

IV SEMESTER

HR

| | SUBJECT TITLE |
|-------------------|--|
| Elective-5 | Organizational Development & Change Management |
| Elective-6 | Global HRM |
| Elective-7 | Labor Welfare & Legislation |
| Elective-8 | Management of Industrial Relations |

FINANCE

| | SUBJECT TITLE |
|-------------------|--------------------------------|
| Elective-5 | Financial Markets and Services |
| Elective-6 | Global Financial Management |
| Elective-7 | Risk Management |
| Elective-8 | Tax Management |

MARKETING

| | SUBJECT TITLE |
|-------------------|-------------------------------------|
| Elective-5 | Services Marketing |
| Elective-6 | Promotional Distribution Management |
| Elective-7 | Global Marketing Management |
| Elective-8 | Supply Chain Management |

SYSTEMS

| | SUBJECT TITLE |
|-------------------|------------------------------|
| Elective-5 | Business Intelligence |
| Elective-6 | Enterprise Resource Planning |
| Elective-7 | Cyber Laws & Security |
| Elective-8 | Information Systems Audit |

***Mini Project Report**

The student should undergo survey based fieldwork under the guidance of Internal Faculty and submit the report before the completion of II Semester End Examinations.

Principles of Management

Unit 1:

Introduction of Management: Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories

Unit 2

Planning and Organizing: Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning.

Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

Unit 3

Directing and controlling: Definition of Co-ordination – Significance and principles of Co-ordination– Leadership behavior and styles – Leadership in cross cultural environment.

Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

Unit 4

Decision making: Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom's Participative decision making model – challenges and problems in decision making

Unit 5

Contemporary issues in Management: MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – CMM levels

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Kumar ,Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
K.Anbuvelan, Principles of Management, University Science Press, 2013.
5. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.

Managerial Economics

UNIT 1:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle , Risk & uncertainty.

UNIT 2:

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply.

UNIT 3:

Supply and Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT 4:

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

UNIT 5:

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company ltd, New Delhi-55.
O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

Accounting for Managers

UNIT 1

Accounting process: Definition of accounting - Accounting Concepts and conventions - Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance

UNIT-2

Final Accounts: Preparation and Presentation of income statement - Balance Sheet with Adjustments
1 Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements

UNIT-3

Financial Analysis: The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.

UNIT-4

Cost accounting concepts: Methods of Costing, Techniques of Costing - Role of Cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads

UNIT-5

Cost behavior and Decision making: Behavioural classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis- Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1 Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
- 2 Shankarnarayana, Ramanath: “**Financial Accounting for Management**”, Cengage Learning, New Delhi.
- 3 Ramachandran N, RamKumar Kakani: “**Financial Accounting for Management**”, McGraw Hill – 2013.
- 4 Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi, 2013
- 5 Amberish Gupta: “**Financial Accounting for Management**”, Pearson Education, 2012.
- 6 Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, New Delhi, 2012.
- 7 Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
- 8 Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
- 9 Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

Managerial Communication & Soft Skills

UNIT 1

Role of Communication in Business: Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT 2

Managing Organization Communication: Formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

UNIT 3

Managing Interpersonal Communication: Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

UNIT 4

Business Writing Skills: Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

UNIT 5

Presentation skills – Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques –Communication etiquettes.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1 Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
- 2 Kuberudu B and Srinivasa Krishna K: “**Business Communication and Soft Skills**”, Excel Books, 2008.
- 3 Meenakshi Rama: “**Business Communication**”, Oxford University Press, New Delhi
- 4 C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
- 5 Paul Turner: “**Organisational Communication**”, JAICO Publishing House, New Delhi.
- 6 SathyaSwaroopDebasish, Bhagaban Das” “**Business Communication**”, PHI Private Limited, New Delhi, 2009.
- 7 R.K.Madhukar: “**Business Communication**”, Vikas Publishing House, New Delhi, 2012.
- 8 Kelly M Quintanilla, Shawn T.Wahl:“**Business and Professional Communication**”, SAGE, New Delhi, 2012.
- 9 Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
- 10 Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi, 202011

Business Environment

UNIT 1

Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

UNIT 2

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

UNIT 3

Fiscal Policy: Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

UNIT 4

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT 5

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

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1 Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
- 2 Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
- 3 Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
- 4 Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
- 5 Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
- 6 Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
- 7 Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
- 8 Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
- 9 Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
- 10 Government of India, **Latest Economic Survey Report**.

Quantitative Techniques for Business Decisions

UNIT 1

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis

Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

UNIT 2

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

UNIT 3

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

UNIT 4

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT 5

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1 N.D.Vohra: "**Quantitative Techniques in Management**", Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, "**Operations Research: Theory and Applications**", Macmillan Gupta S.P: "**Statistical Methods**", S. Chand and Sons, New Delhi,
- 2 Anand Sharma: "**Quantitative Techniques for Business decision Making**", Himalaya Publishers, New Delhi,2012;
- 3 D P Apte: "**Operation Research and Quantitative Techniques**", Excel Publication, New Delhi, 2013
- 4 Hamdy, A.Taha: "**Operations Research: An Introduction**", Prentice-Hall of India, New Delhi 2003.
- 5 Anderson: "**Quantitative Methods for Business**", Cengage Learning, New Delhi 2013
- 6 Sancheti, Dc & VK Kapoor, "**Business Mathematics**", S Chand and Sons, New Delhi

Information Technology Lab (100% Lab)

UNIT 1

Introduction of various software used for business: Significance in the current business environments - Introduction of software MS Office, SQL.

UNIT 2

Financial modeling: Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations

UNIT 3

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

UNIT 4

Data Collection and analyzing techniques: Chats, Flow diagrams TQM methodologies

UNIT5

Preparation and presentations of Mini projects assigned for course work of first semester.

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

MBA II SEMESTER SYLLABUS (R16 REGULATIONS)
FINANCIAL MANAGEMENT

UNIT 1

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management

5. Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT 2

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT 3

Investment Decision: Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Pay back period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

UNIT 4

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares – Stock Splits – Dividend policies of Indian Corporate.

UNIT 5

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. P. Vijaya Kumar, P.S. Ravindra, Kiran Kumar, "Financial Management", Himalaya Publishing House PVT.Ltd, 2014
2. Rajiv Srivastava, Anil Misra: "**Financial Management**", Oxford University Press, New Delhi, 2012
3. Brigham, E.F: "**Financial Management Theory and Practice**", Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: "**Financial Management Theory and Practice**", Tata McGrawHill 2011.
5. I.M. Pandey: "**Financial Management**", Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi

HUMAN RESOURCE MANAGEMENT

UNIT 1

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

UNIT 2

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

UNIT 3

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT 4

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

UNIT 5

Managing Industrial Relations: Trade Unions - Employee Participation Schemes- Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1 K Aswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2013
- 2 N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
- 3 Mathis, Jackson, Tripathy: “**Human Resource Management: A South-Asian Perspective**”, Cengage Learning, New Delhi, 2013
- 4 Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai, 2013.
- 5 Madhurima Lall, Sakina Qasim Zasidi: “**Human Resource Management**”, Excel Books, New Delhi, 2010

MARKETING MANAGEMENT

UNIT 1

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

UNIT 2

Market Segmentation and Targeting: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

UNIT 3

Pricing Strategy: Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

UNIT 4

Marketing Communication: Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

UNIT 5

Marketing Organization and Control: Evolution of Marketing Department - Organizing the Marketing Department - , Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1 Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
- 2 Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
- 3 Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
- 4 R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
- 5 Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
- 6 Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.

PRODUCTION & OPERATIONS MANAGEMENT

UNIT 1

Introduction: Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

UNIT 2

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

UNIT 3

Managing of Work Environment:– Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT 4

Quality Improvement: Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT 5

Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis–importance in cost reduction – concepts and procedures.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1 Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
- 2 K.Asathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
- 3 Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
- 4 Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
- 5 AlanMuhlemann, JohnOakland,jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013.

BUSINESS RESEARCH METHODS

UNIT 1

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT 2

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT 3

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

UNIT 4

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

UNIT 5

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences- t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.

ORGANIZATIONAL BEHAVIOR

UNIT 1

Introduction - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.

UNIT 2

Perceptual Management: Nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types – Changes and Behavior Modification Techniques.

UNIT 3

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

UNIT 4

Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT 5

Organizations: Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles and Design of Organizations, Organizational Culture, Power and Authority. . Organizational Development processes, Change – Resistance to Change.- Interventions, OD techniques and applications.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. K.Aswhathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.

MBA (REGULAR – R16) III SEMESTER SYLLABUS

STRATEGIC MANAGEMENT

UNIT 1

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Drafting a strategy - Industry and Competitive Analysis

UNIT 2

Environmental Scanning and leadership: Methods. SWOT Analysis –Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

UNIT 3

Strategy Formulation : Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

UNIT 4

Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT 5

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1. Vijaya Kumar P,. Hitt A: Strategic Management, Cengage learning, New Delhi,2010**
- 2. John A Pearcell, Amita Mital: “Strategic Management”, TMH, New Delhi, 2012.**
- 3. Sanjay Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi,2012**
- 4. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi, 2010**
- 5. P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011**
- 6. .Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “Strategic Management and Business Policy”, Excel Books, New Delhi, 2012**

LEGAL ASPECTS OF BUSINESS

UNIT 1

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

UNIT 2

Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right –Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

UNIT 3

Contract of Agency: Kinds of Agents –Creation of Agency- Duties and Rights of Principal and Agents- Principal’s Liability for the Acts of the Agent-Liability of Agent –Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement-Presentation and discharge of Negotiable Instrument.

UNIT 4

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

UNIT 5

Company Act 1956: Nature and Types of Companies – Formation – Memorandum of Association- Articles of Association –Kinds of Shares –Duties of Directors-Winding up.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011**
- 2. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012**
- 3. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010**
- 4. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.**
- 5 P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013**

BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT 1

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

UNIT 2

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

UNIT 3

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product-Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

UNIT 4

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance - Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT 5

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.**
- 2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.**
- 3. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.**
- 4. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.**
- 5. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi, 2013.**

**Electives - HR
LEADERSHIP MANAGEMENT**

Unit 1:

Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

Unit 2:

Leadership Motivation, Culture: Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy – Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.

Unit 3:

Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.

Unit 4:

Strategic Leadership: Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

Unit 5:

Leadership in the cross cultural context: Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

- 1. Peter G. Northouse, Leadership, 2010, Sage. Publication.**
- 2. Richard L. Daft “Leadership” Cengage Learning 2005.**
- 3. Uday Kumar Haldar “Leadership and Team Building” Oxford Higher Education 2010**
- 4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy “Leadership” Tata Mc Graw Hill Education Private Limited 2012.**
- 5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.**
- 6. John ADAIR, Inspiring Leadership, 2008, Viva Books.**

COMPENSATION AND REWARD MANAGEMENT

UNIT 1

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations-Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

UNIT 2

Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure-History and past practices, elements of ,management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

UNIT 3

Wage and Salary administration : Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

UNIT 4

Control systems for labour costs: Introduction-Direct and Indirect labour , Role of various departments-The personnel department- Industrial engineering department-Types of worker-Payroll department -Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

UNIT 5

Pay Structure and Tax Planning: Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.**
- 2.A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai**
- 3. Dewakar Goel:“Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012**
- 4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.**
- 5. Mousumi S Bhattacharya Nilanjan Sengupta , “Compensation Management” – Excel Books, New Delhi – 2009**
- 6. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009**

PERFORMANCE MANAGEMENT

Unit-1

Introduction: –Definition –concerns-scope-Historical developments in management- performance
Over view of performance management-Process for managing Importance –Linkage of performance-
PM to other HR processes-Performance Audit.

Unit-2

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning
Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers
to performance planning-Competency Mapping-steps-Methods.

Unit-3

Management System: objectives – Functions- Phases of Performance Management System- Competency
based Performance Management Systems- Reward based Performance Management Systems-
Electronic Performance Management Systems- HR Challenges-Appraisal for recognition and reward-
Purpose of Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal
System-Appraisal and HR decisions.

Unit-4

Performance Monitoring and Counseling: Supervision- Objectives and Principles of
Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role
efficiency- Coaching- Counseling and Monitoring- Concepts and Skills

Unit-5

**Performance management skills – Operational change through performance management. High
Performing Teams: Building and leading High performing teams – team oriented organizations –
developing and leading high performing teams- Role of Leadership**

**Relevant cases have to be discussed in each unit and in examination case is compulsory
from any unit.**

References

1. Prem Chadha: “Performance Management”, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
4. David Wade and Ronad Recardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2009
6. A.M. Sarma “Performance Management Systems” Himalaya Publishing House, New Delhi, 2010.

STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT-1

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework - Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT-2

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning-Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

UNIT-3

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-4

Strategic Human Resource Development: Concept of Strategic Planning for HRD-Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT-5

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia**
- 2. Fombrum Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984**
- 3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009**
- 4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014**
- 5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009**
- 6. Dreher, Dougherty “Human Resource Strategy” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008**

FINANCE
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit-I:

Concept of Investment Education: Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

Unit-II:

Equity and Bond Valuation Models – Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

Unit-III:

Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

Unit-IV:

Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

Unit-V:

Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1. S. Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009**
- 2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009**
- 3. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.**
- 4. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi, 2010**
- 5. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.**
- 6. Ranganatham : “Investment Analysis and Portfolio Management” Pearson Education.**

BANKING AND INSURANCE MANAGEMENT

UNIT 1

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators-Sources of Bank Funds.

UNIT 2

Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost - benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT 3

Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc- assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

UNIT 4

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

UNIT 5

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products-Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit

References

- 1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010,**
- 2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“Risk Management & Insurance”, Cengage Learning, New Delhi**
- 3. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.**
- 4. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.**
- 5. Harold. D. Skipper & W. Jean Kwon: “Risk Management & Insurance, Perspectives in a Global Economy”, Blackwell Publishing New Delhi.**
- 6. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi,2013.**
- 7. Neelam C.Gulati: “Banking and Insurance: Principles and Practice”, Excel Books, New Delhi 2011.**

ADVANCED MANAGEMENT ACCOUNTING

Unit – 1:

Introduction: Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

Unit - 2:

Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Deprecation Models.

Unit- 3:

Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets-Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget-Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

Unit-4:

Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations -Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer .

Unit – 5:

Standard Costing: Standard Costing and historical costing – Establishment of cost standards –steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.**
- 2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.**
- 3. Manmohan and Goyal: “Management Accounting” Pearson Education.**
- 4. V. Krishna Kumar: “Management Accounting” Mittal Publications, New Delhi.**
- 5. Dr. Kulsreshtha and Gupta: “Practical Problem in Management Accounting” Tata Mc Graw Hill, New Delhi.**
- 6. S.P. Jain and K.L. Narang: “Advanced Cost and Management Accounting” Kalyani Publishers, New Delhi.**

STRATEGIC FINANCIAL MANAGEMENT

Unit-I:

Corporate Policy: Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.

Unit-II:

Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems)

Unit-III:

Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems)

Unit-IV:

Corporate Financial Engineering: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)

Unit-V:

Corporate Restructuring: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance . (Problems)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1. Coper and Weston: “Financial Theory and Corporate Policy”**
- 2. Braley and Myers: “The Principles of Corporate Finance”. Mc.Graw Hill, N.Y.1993.**
- 3. Prasanna Chandra : “Financial Management” Theory and Practice.**
- 4. I.M. Pandey – “Financial Management” Vikas Publishers, New Delhi.**

MARKETING

CONSUMER BEHAVIOR

UNIT- 1

Introduction to Consumer Behavior: Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.

UNIT- 2

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT- 3

Communication and Consumer Behavior : Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre -purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

UNIT -4

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT- 5

Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, New Delhi, 2012.**
- 2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011**
- 3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.**
- 4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002.**
- 5. Schiffman, L.G and Kanuk L.L “Consumer Behavior”, 8/e, Pearson Education, New Delhi, 2003.**

RETAIL MANAGEMENT

UNIT 1

Basic concept of retailing: Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.

UNIT 2

Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

UNIT 3

Retail location – Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.

UNIT 4

Store layout and design: Store operations and inventory management- Merchandise planning and control - Buying merchandise – Developing Assortment plan.

UNIT 5

Retail Pricing Strategy:, Category Management, Customer services – Retail branding - International retailing – Promotional strategies – advertising, sales promotion, Store atmosphere.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 2012**
- 2. A.J. Lamba:“The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011**
- 3. Sivakumar, A, “Retail Marketing”, Excel Books, New Delhi, 2007**
- 4. Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012**
- 5. Berman Barry, Joel R. Evans and Mini Mathur, “Retail Management-A Strategic Approach”, Pearson Education, New Delhi, 2011.**
- 6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”Retail Management”, Oxford University Press, New Delhi, 2012.**

CUSTOMER RELATIONSHIP MANAGEMENT

UNIT 1

Introduction: Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM

– Integrated CRM system –Planning and Managing CRM Programme - Application areas. UNIT 2

CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy

– Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.

UNIT 3

CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

UNIT 4

Analytical CRM: Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results

UNIT 5

Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

References:

- 1. Ed Peelen: “Customer Relationship Management” Pearson, Education**
- 2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning**
- 3. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.**

STRATEGIC MARKETING MANAGEMENT

UNIT – 1

Introduction : Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis - marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organizational structure and corporate responsibility and ethics - dynamic strategy

UNIT -2

Strategic Marketing Strategy: Models - Organization, Industry and market environment situation analysis; Porter’s Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics-Direct response marketing strategies - Defensive strategies - Customer retention strategies-Personalized marketing; Payne and Ballantyne’s Six markets model

UNIT -3

Strategic Marketing Techniques : Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

UNIT -4

Strategic marketing environment : Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalization; importance of customer service; commoditization; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

UNIT - 5

New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders - Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalization, the strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1. Devid A Aaker and Damien Mc Loughlior: “Strategic Marketing Management”- Global Perspective” Wiley Publications.**
- 2. Jean –Jacques Lambin : “Strategic Marketing Management”, McGraw –Hill,**
- 3. Nag A: “Strategic Marketing”. MacMillons**
- 4. Srinivas R, Lohith C.P.: “Strategic Marketing and Innovation” for Indian MSMEs”, Springer Publication.**
- 5. Graeme Drummond, John Ensor, Ruth Ashfor: “Strategic Marketing Planning and Control”, Elsevier Publication.**
- 6. Kotler P and Keller K L: “A Framework for Marketing Management”, Pearson Education, 2008**

MBA (REGULAR – R16) IV SEMESTER SYLLABUS
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

UNIT 1

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Customer service and retention- Basic service capability Value added services

UNIT 2

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis –direct product profitability – cost drivers and activity-based costing.

UNIT 3

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities –identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

UNIT 4

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .

UNIT 5

Managing global Logistic: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

ENTREPRENEURSHIP DEVELOPMENT

UNIT 1

Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT 2

Training: Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

UNIT 3

Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

UNIT 4

Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

UNIT 5

Institutional Support to Entrepreneur and MSMEs : Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

6. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
7. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,
8. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
- 4.B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
- 5.Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi,2012
7. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011

ELECTIVE 5

ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT

UNIT 1

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT 2

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

UNIT 3

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners

UNIT 4

Negotiated Change: Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

UNIT 5

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

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
5. Radha R Sharma: Change Management, TMH, New Delhi, 2012

HR ELECTIVE 6

Global HRM

UNIT 1

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

UNIT 2

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.

UNIT 3

Cross Culture Management: Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

UNIT 4

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

UNIT 5

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
3. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

HR ELECTIVE 7

LABOR WELFARE & LEGISLATION

UNIT 1

Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

UNIT 2

Industrial Relations Legislation: Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

UNIT 3

Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 - Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

UNIT 4

Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

UNIT 5

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977
4. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
5. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

HR ELECTIVE 8

MANAGEMENT OF INDUSTRIAL RELATIONS

UNIT 1

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

UNIT 2

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

UNIT 3

Quality of Work Life: Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

UNIT 4

Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.

UNIT 5

Employee Grievances: Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011

FINANCE ELECTIVE 5

FINANCIAL MARKETS AND SERVICES

UNIT 1

Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT 2

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT 3

Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT 4

Credit Rating: Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT 5

Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
- 4 Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

FINANCE ELECTIVE 6

GLOBAL FINANCIAL MANAGEMENT

UNIT 1

Introduction to Global Financial Management: Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

UNIT 2

Management of Exchange and Interest Rates Exposure: Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure.

UNIT 3

Management of Global Business Operations and Practices: Operational Strategies of MNCs- Management of Global Business Practices - Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.

UNIT 4

International Investment Decision : Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

UNIT 5

Global Indebtedness: External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Jeff Madura, “International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009

FINANCE ELECTIVE 7

RISK MANAGEMENT

UNIT1

Introduction to Risk Management: Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk- Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

UNIT 2

Measurement of Risks: Measurement of Interest Rate Risk and Market Rate Risk-Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off Balance Sheet Risks.

UNIT3

Management of Risks: Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting

UNIT 4

Regulatory and Other Issues in Risk Management: Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I,II & III- Calculation of Minimum Capital Requirements.

UNIT 5

Important Concepts of Risk Management: Time Value of Money- Advance Bond Concepts- Calculation of VaR- Balck-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012
4. Vivek, P.N. Asthana:"Financial Risk Management", Himalaya Publishing House, Delhi. 2012
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

FINANCE ELECTIVE 8

TAX MANAGEMENT

UNIT 1

Direct and Indirect Taxes: Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.

UNIT 2

CENVAT : Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.

UNIT 3

Introduction to Tax Planning: Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

UNIT 4

Tax Management Decisions: Tax considerations - Management Decisions, such as make / buy-own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.

UNIT 5

Multi National Taxation: Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensives Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Vinod K.Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications.
2. Vinod K.Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009
5. PG Apte, “International Financial Management” Tata Mc Graw Hill, 2009.

MARKETING ELECTIVE 5

SERVICES MARKETING

UNIT 1

Introduction to Services Marketing: Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.

UNIT 2

Key Dimensions of Services Marketing: Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services- Communication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

UNIT 3

Management of Services Marketing: Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies.

UNIT 4

Service Marketing Practices I: Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.

UNIT 5

Service Marketing Practices II: Marketing of Health Care, Cellular and Entertainment Services- Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberization of Services- Off shoring – ITES- Industry Structure- Business Models

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
4. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010

MARKETING ELECTIVE 6 PROMOTIONAL AND DISTRIBUTION MANAGEMENT

UNIT 1

Introduction to Promotional Management: Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

UNIT 2

Introduction to Distribution Management: Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions

UNIT 3

Marketing Channels: Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

UNIT 4

Channel Institutions and Designing Channel System: Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure-Types of Channels- Implementation and Integration of Channel Design.

UNIT 5

Ethical and Social Issues in Distribution Management: Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme- International Distribution- Challenges in Managing an International Distribution Strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. K. Shridhara Bhat: “**Sales and Distribution Management**”, Himalaya Publishing House, 2011.
2. Dr. Matin Khan: “**Sales and Distribution Management**”, Excel Books, New Delhi, 2005
3. Pingali Venugopal: “**Sales and Distribution Management**”, Sage Publications, New Delhi, 2008.
4. Dr. S. L. Gupta: “**Sales and Distribution Management**”, Excel Books, 2010

MARKETING ELECTIVE 7

GLOBAL MARKETING MANAGEMENT

UNIT 1:

Introduction to Global Marketing: Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.

UNIT 2:

International marketing strategy: Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

UNIT 3:

Global Product & Price management: International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

UNIT 4:

Global Marketing Channels and Promotion for global markets: channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

UNIT 5:

Export procedures and documents: Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.
3. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
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5. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008
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MARKETING ELECTIVE 8 SUPPLY CHAIN MANAGEMENT

UNIT 1:

Introduction to Supply Chain Management: Definition – Types of Supply Chain Management- Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

UNIT 2:

Supply Chain Management: An Overview: Purchasing Issues in Supply Chain Management- Operations and Distribution issues in Supply Chain Management- Facility Location Decisions- Domestic and International Transportation Management- Process Management.

UNIT 3:

Customer Relationship Management: Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

UNIT 4:

Sustaining Competitive Advantage: Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners- Performance Measurement

UNIT 5:

International Supply Chain Management: Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets- International Contracts- Terms and Trades or Incoterms- Terms of Payments- Currency of Payments and Managing Transaction Risk- International Commercial Documents.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.

2. Sarika Kulkarni, Ashok Sharma: Supply Chain Management, Tata Mc Grawhill Education Private Limited, 2010.
3. David, Stewart: International Supply Chain Management, *Cengage learning*, New Delhi, 2007.
4. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
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