

Maintenance

SCHEME OF TEACHING AND EXAMINATION

MASTER OF BUSINESS ADMINISTRATION

I SEMESTER

Subject Code	Name of the Subject	Teaching hours/week		Duration of Exam in Hours	Marks For		Total Marks
		Lecture	Practical / Field Work / Assignment		I.A.	Exam.	
10MBA11	Management & Behavioural Process	4	-	3	50	100	150
10MBA12	Managerial Economics	4	-	3	50	100	150
10MBA13	Statistics for Management	4	-	3	50	100	150
10MBA14	Accounting for Managers	4	-	3	50	100	150
10MBA15	Management Information Systems	4	-	3	50	100	150
10MBA16	Marketing Management	4	-	3	50	100	150
10MBA17	Business Communication	4	-	3	50	100	150
Total		28	-	21	350	700	1050

I SEMESTER

MANAGEMENT & BEHAVIOURAL PROCESSES

Sub Code	: 10MBA11	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

FOUNDATIONS OF MANAGEMENT

MODULE 1 (8 Hours)

Management: Introduction: Definition of management, nature, purpose and functions, level and types of managers, Manager/Non-Manager, Managerial Roles, Essential Managerial Skills, Key personal characteristics for Managerial success. Evolution and various schools to management thoughts, continuing management themes – quality and performance excellence, global awareness, learning organization, Characteristics of 21st century Executives. Social responsibility of managers.

MODULE 2 (8 Hours)

Planning: Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting and managing objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies, its importance in an Organization; Policies: meaning, formulation of policies; Programs: meaning, nature; Planning premises: concept, developing effective planning premises; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

MODULE 3 (8 Hours)

Organizing: Organizing as managerial function – organization structure, formal and informal organization. Traditional Organization Structures – Functional, Divisional and Matrix Structure

Directions in organizational Structures – Team structure, network structure, boundary less structure

Organizing Trends and Practices – Chain of command, unity of command, span of control, delegation and empowerment, decentralization and use of staff, organizational design and organizational configuration.

MODULE 4

(8 Hours)

Leading as a function of management, Leadership and vision, Leadership traits, classic Leadership styles, Leaders behaviour – Likert's four systems, Managerial Grid. Overlapping role of leader and managers. The organizational context of communication, Directions of communications, channels of communication, Barriers to communication. Motivation and rewards, Rewards and performance. Hierarchy of need theory and two factory theory. Integrated model of motivation.

MODULE 5

(6 Hours)

Controlling: Control function in management, The basic control process. Types of control – feed forward, concurrent and feedback controls. Factors in control effectiveness.

RECOMMENDED BOOKS:

1. Management– J.R. Schermerhorn Jr. Wiley India, New Delhi 2004.
2. Management-Concepts and Cases-V.S.P.Rao, Excel Books
3. Management - A Global and Entrepreneurial Perspective - Harold Koontz, Heinz Weihrich - TMH 12th edition, 2008.
4. Management – Stephen P. Robbins, M. Cautler, Pearson, PHI, 9e, 2008.

REFERENCE BOOKS:

1. Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
2. Fundamentals of Management-Stephen P Robbins et all, Pearson Publications, Fifth edition
3. Management-Richard L. Daft, Cengage learning

ORGANIZATIONAL BEHAVIOUR

MODULE 6

(4 Hours)

Organizational behavior: Introduction, definition, goals, elements, historical development of Organizational Behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, limitations of Organizational behaviour, the future of OB.

MODULE 7

(8 Hours)

Individual behaviours: Introduction, foundation of individual behavior:

Personality: definition, determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB

Perception: meaning, factors influencing perception, theories, perceptual errors

Emotions: meaning, types of emotions, determinants, emotional labour, emotional intelligence.

Attitudes: definition, sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes.

Values: definition, importance of values, sources of our value systems, types of values, loyalty and ethical behavior.

Learning: definition - theories of learning - some specific organizational applications.

MODULE 8

(6 Hours)

Behaviour in the organization: Introduction, Issues between organizations and individuals: conformity issue, rights of privacy, discipline, individuals' responsibilities to the organization.

Interpersonal behaviour: Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles.

Group dynamics: types of groups, meetings, teamwork, stages of group formation.

Employee stress: forms, causes, implications, approaches to stress management.

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

RECOMMENDED BOOKS:

1. Organizational Behaviour - Stephen P Robbins, Timothy A. Judge, Seema Sanghi- Pearson Education,

- 12th Edition, PHI.
2. Organization Behaviour-Sтивен L Mc Shane, Mary Ann Von Gilnow and Radha R Sharma, TMH, 3rd Edition, 2006
3. Organizational Behaviour, P.G. Aquinas, Excel Books.

REFERENCE BOOKS:

1. Organizational Behaviour, Fred Luthans, 11th edition, Mc-Graw Hill International
2. Understanding Organizational Behaviour – Uday Parek; Oxford Press
3. Management and organizational Behaviour, Laurie J Mullins, Pearson education
4. Fundamentals of organizational behaviour, Slocum/Hillriegel. Cengage Learning

MANAGERIAL ECONOMICS

Sub Code	: 10MBA12	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1 (7 Hours)

Introduction to economics: Managerial Economics- Nature, Scope, & significance. Role of Managerial Economist in Decision making -Decision Making Process in Managerial Economics

MODULE 2 (7 Hours)

Fundamental principles of managerial economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles.

MODULE 3 (7 Hours)

Demand analysis: Law Of Demand, Exceptions to the Law of Demand, Elasticity of demand – Price, Income & Cross elasticity, Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Advertising and promotional elasticity of demand.-Demand forecasting: Meaning & Significance.

MODULE 4 (7 Hours)

Concepts, Objectives of the firm, alternate objectives of firm, firm & Industry. Marginalism – Importance in decision making.

Theories of firm-Managerial theories: Baumol's Model, Marris's Theory, Williamson's theory.

Behavioural theories: Satisfying Behaviour, Simple model of Behaviourism.

MODULE 5 (7 Hours)

Production analysis: Concepts, production function: Single Variable – Law of Variable Proportions & Two variable Function – ISO-Quants & ISO-Costs & Equilibrium (Least cost combination). Total, Average, & Marginal Product. Returns to scale. Technological progress & Production function.

MODULE 6 (7 Hours)

Costs & revenue functions: Short run and long run cost curves, combination, expansion path. Economies and diseconomies of scale. Law of supply, Elasticity of supply.

MODULE 7 (7 Hours)

Market structure: Perfect Competition, Features, Determination of price under perfect competition

Monopoly: Feature, Pricing under monopoly, Price discrimination.

Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation.

Descriptive Pricing Approaches: Full cost Pricing, Product Line Pricing,

Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing.

MODULE 8**(7 Hours)**

Profits: Determinants of Short-term & Long-term profits. Classification – Measurement of Profit. Break Even Analysis – Meaning, Assumptions, determination of BEA, Limitations – Uses of BEA in Managerial decisions.

RECOMMENDED BOOKS:

1. Managerial Economics-Theory and Applications by Dr. D M Mithani : Himalaya Publication, 2/e, 2005
2. Managerial Economics by Craig H Petersen, W. Chris Lewis & Sudhir K Jain-Pearson Education, 4th Ed. PHI.
3. Managerial Economics, Atmanand, Excel Books.

REFERENCE BOOKS:

1. Micro Economics by Dominick Salvatore, Oxford publishers, 4/e, 2004
2. Managerial Economics by D N Dwivedi -6th ed, Vikas Publication, 2005
3. Managerial Economics by Christopher R Thomas, S Charles Maurice – Special Indian, 8th Ed, Mc-Graw Hill Education
4. Economics by Samuelson Nordhavs 18th Edition, Mc-Graw Hill Education

STATISTICS FOR MANAGEMENT

Sub Code	: 10MBA13	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1**(6 Hours)**

Introduction to statistics: Introduction to Statistics - Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data - Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. – Diagrammatic and Graphic Representation: Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs

Tabulation: Types of Tables- Construction of one way and two way tables.

MODULE 2**(6 Hours)**

Measures of central tendency: Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode (No grouping table method). Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies.

MODULE 3**(8 Hours)**

Measures of dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance - Comparison of various measures of Dispersion

Skewness: Relative measures of skewness- Karl- Pearson, Bowley, Kelly, Co-efficient of skewness.

MODULE 4**(6 Hours)**

Correlation and regression: Scatter Diagram, Karl Pearson's coefficient of Correlation (One way table only), Rank Correlation, Concurrent Deviation - Regression: Method of Least Squares,

MODULE 5**(7 Hours)**

Time series analysis & index numbers: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation — Methods of Estimating Trend; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyres's, Paasche's, Fisher's and CPI.

Problems on calculation on trend and seasonal variation only.

MODULE 6**(8 Hours)**

Probability: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal and problems on it. Baye's Theorem (No derivation).

MODULE 7

(5 Hours)

Sampling and sampling distribution: Concept and Definitions - Census and Sampling - Probability Samples and Non-Probability Samples. Relationship between Sample size and errors. Simple numericlas only.

MODULE 8

(10 Hours)

Testing of hypothesis and inferences: Introduction to Hypothesis Testing, Procedure of testing hypothesis, Type I and Type II Errors. Z-Test, t-test, F-test, Chi-Square test; Analysis of Variance – One-Way and Two-way classification.

Problems on one way annova only.

NOTE: *THE QUESTION PAPER SHALL CONSIST OF THEORY & PROBLEMS IN THE RATIO OF 40:60.*

Use of scientific non programmable calculators permitted for use in exams

RECOMMENDED BOOKS:

1. Business Statistics, J.K.Sharma, Pearson Education, Second edition 2008.
2. Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 6/e, 2004

REFERENCE BOOKS:

1. Statistics , Levin and Rubin, Perason, 7e
2. Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2002
3. Complete Business Statistics 6/e, Aczel and Sounderpandian, Tata-McGraw Hill, 2006
4. Statistics for Business and Economics", Anderson, Sweeney, William, Thomson Publishing, 9/e, 2007

ACCOUNTING FOR MANAGERS

Sub Code	: 10MBA14	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1

(7 Hours)

Principle of double entry book keeping: Importance & scope of accounting, Accounting concepts, conventions, GAAPS & accounting standards. Accounting equations, Users of accounting statements.

MODULE 2

(7 Hours)

Preparation of books of original records: Journals, subsidiary book, problems on cash book and petty cash book, Ledgers & trial balance.

MODULE 3

(12 Hours)

Preparation of final accounts/statement: Sole traders with basic adjustments, Preparation of final accounts / statement of companies (Both horizontal & vertical form of financial statements). Brief introduction to partnership account.

MODULE 4

(6 Hours)

Depreciation & inventory valuation: Concepts & methods of depreciation, Problems on straight line & WDV methods, Inventory-concepts & methods, Problems on LIFO, FIFO & weighted average.

MODULE 5

(4 Hours)

Nature and incidence of window dressing: Determination of EBDIT, EBIT, EDT, EAT, EPS, DPS, Payout ratio- P/E ratio, Net cash accrual, ROCE, RONW, BV and Entity Value, (This concept to be introduced using a financial statement)

MODULE 6

(4 Hours)

Provisions of the companies act 1956: Provision affecting preparation, presentation & analysis of Audit reports & directors reports. (Students should be exposed to reading of annul reports of companies both detailed & summarized version)

MODULE 7 (10 Hours)

Analysis of financial performance of a firm: Different tools, Ratio analysis- Different types of ratio's, Inter-relation between Ratio's, Due-point analysis, Common size statement of inter firm and intra firm.

MODULE 8 (6 Hours)

Statement of changes in funds: Funds Flow Statement, Cash Flow Statement, Problems with basic adjustment on FFS & CFS.

RECOMMENDED BOOKS:

1. Financial Accounting - A Managerial Prespective - R. Narayanaswamy - Prentice Hall India, 3/e
2. Financial Accounting For Management-N. Ramachandran & Ram Kumar Kakani- TMH Publications, 1/e,
3. Introduction to Financial Statement Analysis – Ashish K Bhatta charya – Elsevier India (P) Ltd, Recommended books for modules 5&7.
4. Financial Accounting-P. C. Tulsian –Pearson Education India, 1/e,

REFERENCE BOOKS:

1. Financial Accounting for Management: An Analytical Perspective – Ambrish Gupta, Pearson Education, 1/e,
2. Financial Accounting: A Managerial Emphasis – Ashok Banerjee, Excel Books, 2003
3. Accounting For Managers – Maheswari & Maheswari – Vikas Publishing house (P) Ltd.
4. Financial Statement Analysis – Wild – Tomson Cengage Learning Ltd.
5. Advanced Accountancy- R.L. Gupta & M. Radhaswamy –Sultan Chand Publications, 2002
6. Accounting for Managers-Bhattacharya- Vikas Publications, 3/e, 2004
7. Financial Accounting for Business Managers, Ashish K Bhattacharya, PHI, 2/e, 2005
8. Accountancy – Vol I & Vol II, B.S. Raman –Universal Publishers, 2002
9. Accounting For Managers – Jawaralal –Himalaya Publishing House, 4/e, 2004
10. Accounting for Managers – Hendrikson.
11. Accounting for Managers – Anthony & Reece.

MANAGEMENT INFORMATION SYSTEM (MIS)

Sub Code	: 10MBA15	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1 (6 Hours)

Organisation and information systems: Changing Environment and its impact on Business - The IT/IS and its influence - The Organisation: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorisation of information on the basis of nature and characteristics.

MODULE 2 (7 Hours)

Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

MODULE 3 (8 Hours)

Computer fundamentals, telecommunication and networks :Computer System – Introduction - Generation of Computers - Classification of Computers - Input and output devices - Software – System s/w and Application s/w - O/S – Functions and Features.
Communication, Media, Modems & Channels - LAN, MAN & WAN - Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth and Wi-Max.

MODULE 4**(8 Hours)**

System analysis and development and models: Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

MODULE 5**(6 Hours)**

Manufacturing and service systems: Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions - IS in hospital, hotel, bank industry.

MODULE 6**(8 Hours)**

Enterprise system: Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance

MODULE 7**(5 Hours)****Choice of it**

Nature of IT decision - Strategic decision - Configuration design and evaluation
Information technology implementation plan.

MODULE 8**(8 Hours)**

Security and ethical challenges: Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.

RECOMMENDED BOOKS:

1. “Management Information Systems”, Kenneth J Laudon, Jane P. Laudon, Pearson/PHI, 10/e, 2007
2. “Management Information Systems”, W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004
3. MIS by Ralph Stair

REFERENCE BOOKS:

1. “Introduction to Information System”, James A. O’ Brien, Tata McGraw Hill, 12th Edition.
2. “Management Information Systems”, S.Sadagopan, PHI, 1/e, 2005
3. “Management Information Systems”, Effy Oz, Thomson Course Technology, 3/e, 2003
4. Corporate Information Strategy and Management”, Lynda M AppleGate, Robert D Austin et al, Tata McGraw Hill, 7th Edition.

MARKETING MANAGEMENT

Sub Code	: 10MBA16	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1**(3 Hours)**

Introduction: Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts.

MODULE 2**(2 Hours)**

Understanding the market environment: Assess the impact of micro and macro environment.

Services: Importance, distinctive characteristics of services, service mix

(2 Hours)**MODULE 3****(6 Hours)**

Buyer behaviour: Buying motives- Meaning, Factors influencing buying behaviour/ Buying motives, Buying habits, Diffusion of innovations, Stages in buying decision process, Organisational buying Vs House hold buying.

Consumerism, Consumer Protection Act, 1986-An introduction

Market segmentation, Targeting & Positioning

Segmentation: Meaning, Need, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer/ Industrial markets.

(2 Hours)

Targeting: Basis for identifying target customers, Target Market Strategies,

(2 Hours)

Positioning: Meaning, Product differentiation strategies, Errors in positioning.

(2 Hours)

Marketing Mix Decisions

MODULE 4

(7 Hours)

Product decisions: Concept, product hierarchy, diffusion process, New product development, Product Life cycle, Product mix strategies. Concept of Branding, Brand perception, Brand equity,

Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging

(2 Hours)

MODULE 5

(4 Hours)

Pricing decisions: Pricing concepts for establishing value, Impact of Five “C”s on pricing, Pricing strategies- Value based, Cost based, Market based, Competitor based, New product pricing,

MODULE 6

(6 Hours)

Distribution decisions: Meaning, Purpose, Channel alternatives available to the marketing manager, Factors affecting channel choice, Channel design and Channel Management decision, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

MODULE 7

(8 Hours)

Marketing communication: Concept of communication mix, communication objectives, steps in developing effective communication, stages in designing message,

Advertising: Message content, Structure, Source, Advertising Budget, Measuring effectiveness of Ad. Hierarchy of effects in advertising

Promotion: Promotion mix, kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.

Personal selling: Concept, Features, Functions, Steps involved in Personal Selling

Publicity / public relation: Meaning, Objective, Merits/Demerits.

Direct Marketing: Meaning, Features, Functions, Merits/Demerits, Role of media in DM

Basic concepts of e-commerce, e-business, e-marketing, m-Commerce, m-marketing.

MODULE 8

(6 Hours)

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning.

Marketing Organisation: Evolution of Modern Marketing department, Factors influencing the size of the marketing organisation, various types of marketing structures/organisation

Marketing Audit: Meaning, Features of marketing audit, various components of marketing audit.

Case studies in Indian context only

(4 Hours)

RECOMMENDED BOOKS:

1. Principles of Marketing- Philip Kotler, Kevin Lane Keller, Pearson, PHI, 12th Edition, 2006
2. Marketing Management, Tapan Panda, 2/e, Excel Publication
3. Marketing Management (Text & Cases in Indian Context), Dr. K. Karunakaran, HPH, 2007.

4. Fundamentals of Marketing Management, M J Etzel, B J Walker, William J Stanton, TMH, 13th Edition, 2005
5. Marketing Management-Rajan Saxena, TMH Publication, 3rd Edition.

REFERENCE BOOKS:

1. Marketing by Lamb, Hair, Mc Danniel – Thomson, 7/e, 2004
2. Marketing by Evans & Berman, 2/e, Biztantra, 2005
3. Marketing – Concepts, strategies by William M Pride, O C Fewell, Biztantra, 12/e, 2005
4. Marketing Management, Ramaswamy & Namakumari, Macmillan, 2005
5. Marketing Management, Arun Kumar & Meenakshi, Vikas, 2007
6. Principles of Marketing, Philip Kotler, Armstrong, Pearson Education, 12th Edition.

BUSINESS COMMUNICATION

Sub Code	: 10MBA17	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1 (6 Hours)

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis

MODULE 2 (6 Hours)

Oral communication: What is oral Communication – principles of successful oral communication – barriers to communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication

MODULE 3 (8 Hours)

Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

MODULE 4 (6 Hours)

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of reports- writing reports

MODULE 5 (8 Hours)

Case method of learning: Understanding the case method of learning – different types of cases – overcoming the difficulties of the case method – reading a case properly (previewing, skimming, reading, scanning) – case analysis approaches (systems, Behavioural, decision, strategy) – analyzing the case – dos and don'ts for case preparation

MODULE 6 (8 Hours)

Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation- types of visual aid

Negotiations skills: What is negotiations – nature and need for negotiation – factors affecting negotiation – stages of negotiation process – negotiation strategies

MODULE 7 (6 Hours)

Employment communication: Introduction – writing CVs – Group discussions – interview skills
Impact of Technological Advancement on Business Communication

Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing

MODULE 8

(8 Hours)

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings.

Media management – the press release- press conference – media interviews

Seminars – workshop – conferences.

Business etiquettes.

RECOMMENDED BOOKS:

1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education, 1/e, 2004 (Module 1, 2, 4, 5, & 7)
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning , 3/E, 2002 (Module 3)
3. Basic Business Communication – Lesikar, Flatley TMH 10/E, 2005 (Module 1, 2, 4, 5, & 7)
4. Advanced Business Communication – Penrose, Rasberry, Myers Thomson Learning, 4/e, 2002 (Module 6 & 8)
5. Business Communication, M.K. Sehgal & V. Khetrapal, Excel Books.

REFERENCE BOOKS:

1. Effective Technical Communication By M Ashraf Rizvi .- TMH, 2005
2. Business Communication Today by Bovee Thill Schatzman – Pearson & Education, 7th Ed, , 2003
3. Contemporary Business Communication - Scot Ober-Biztantra, 5/e
4. Business Communication – Krizan, Merrier, Jones- Thomson Learning, 6/e, 2005

CHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION

II SEMESTER

Subject Code	Name of the Subject	Teaching hours/week		Duration of Exam in Hours	Marks For		Total Marks
		Lecture	Practical / Field Work / Assignment		I.A.	Exam	
10MBA21	Quantitative Techniques for Management	4	-	3	50	100	150
10MBA22	Indian Business Environment	4	-	3	50	100	150
10MBA23	Financial Management	4	-	3	50	100	150
10MBA24	Business law	4	-	3	50	100	150
10MBA25	Human Resource Management	4	-	3	50	100	150
10MBA26	Business Research Methods	4	-	3	50	100	150
10MBA27	International Business Management	4	-	3	50	100	150
Total		28	-	21	350	700	1050

II SEMESTER

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Sub Code	: 10MBA21	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1 (4 Hours)

Introduction to operations research: Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory)

MODULE 2 (8 Hours)

Linear programming problem (LPP): Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP, Solution of LPP by Graphical method: Infeasible and Unbounded Solution, Formulation of Dual of a LPP.

MODULE 3 (8 Hours)

Transportation models: General Structure; Various methods for finding initial solution: Maximization and Minimisation problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution: Modified Distribution method; Variations: Unbalanced Transportation Problem, Theoretical concept of Degeneracy only; Assignment problems; General Structure; Finding Optimal Solution; Maximization problem, Restrictions on Assignments, Alternate Optimal solutions.

MODULE 4 (8 Hours)

Network analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Concept of Project Crashing (Theory only)

MODULE 5 (8 Hours)

Theory of games: Terminology; Two person zero sum game; Solution to games: Saddle point, dominance rule, Value of the game, mixed strategy, Graphical method of solving a game – (2 x n) and (m x 2) games.

MODULE 6**(6 Hours)****Sequence**

Introduction-Definition: Terminology and Notations, Principal Assumptions, Type I: Problems with n Jobs through Two Machines, Processing n jobs, through Three Machines. Problems with 2 Job through k Machines.

MODULE 7**(8 Hours)****Queuing models :**

Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models.

MODULE 8**(6 Hours)****Simulation of management systems**

Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation

RECOMMENDED BOOKS:

1. "Operations Research", J. K. Sharma, McMillan India
2. "Quantitative Techniques in Management", N. D. Vohra, Tata McGraw Hill Publications, 3/e, 4th reprint 2007

REFERENCE BOOKS:

1. Quantitative Methods for Business, Anderson Williams et-al. 10th edition Thompson
2. Tulsian, Quantitative Techniques theory and problems, Pearson, PHI.
3. S. D. Sharma, "Operations Research", Kedar Nath and Ram Nath & Co. Ltd.
4. C. R. Kothari, "Quantitative Techniques", Vikas Publishing House, 3/e, 2004

INDIAN BUSINESS ENVIRONMENT

Sub Code	: 10MBA22	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100

MODULE 1**(7 Hours)**

Business environment: Environmental scanning – meaning nature and scope, economic and non-economic environment, interaction between internal and external environments, overview of political, socio- cultural, legal, technological and global environment.

MODULE 2**(7 Hours)**

Macro economic policies in india: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools.

Fiscal policy: Objectives, budget, direct and indirect taxes, revenue and expenditures of the union and the state. Recent Foreign Trade and Exim policies. Disinvestments in Indian public sector Units since 1991.

MODULE 3**(7 Hours)**

Economics of development: Determinants, major issues of development India as a developing economy, contribution of different sectors(primary, secondary and tertiary) to Indian economy, growth in tertiary sectors in recent years, business cycle- features, phases,

MODULE 4**(7 Hours)**

National income accounting: National income estimates in India- trends in national income– methods of measurement – income method , product method and expenditure method, – difficulties in measuring national income

MODULE 5**(7 Hours)**

Structure of industries: Major industries – Electronics, Automobile, Textiles, Development of Private Sector-MNC in India, WTO and India.- SWOT Analysis of Indian Economy.

MODULE 6**(7 Hours)**

Money – Monetary aggregates – Money Market and Capital Market- Role of FDI in Economic development – SEBI – Functions and achievements – Stock Exchange – BSE-NSE. Depository system in India- (Options, Futures and Derivatives)

MODULE 7**(7 Hours) RBI – Role and functions-**

Banking Structure Reforms- Narasimhan Committee Recommendations- Financial sector reforms - E- Banking in India – Objectives, trends and practical uses- Recent Technological Developments in Indian banking (ATM, Debit and Credit Cards, EMT, EFT, Etc.)

MODULE 8**(7 Hours)**

Infrastructure in economic development of india- Meaning and Importance- Major issues in infrastructure with special reference to Railways, Road transport and Power – Development of IT Sector for in India – its contributions to Indian economy – Importance of Human resources development- Major thrust areas in human resource development.

RECOMMENDED BOOKS:

1. Economic Environment of Business by S K Misra, V. K. Puri – Himalaya publishing house.
2. Business Environment Text and Cases by Justin paul , 2nd edition, McGraw – Hill Companies

REFERENCE BOOKS:

1. Business Environment by Suresh Bedi –Excel Books
2. Indian Economy by I.C. Dingra
3. Business Environment-Shaikh & Saleem, Pearson, PHI, 2006
4. Indian Economy by K P M Sundharam and Ruddar Datt.

FINANCIAL MANAGEMENTSub Code: **10MBA23**

IA Marks: 50

No. of Lecture Hrs/week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(4 Hours)**

Financial management – Introduction to finance, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Organisation of finance function .

MODULE 2**(10 Hours)**

Time value of money – Time Lines & notation, Future value of single cash flow & annuity, present value of single cash flow, annuity& perpetuity.

Risk and Return – Risk & return of single asset, portfolio, Measurement of market risk.

MODULE 3**(8 Hours)****Sources of long term funds**

Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

MODULE 4**(10 Hours)**

Investment decisions — Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted pay back period , Accounting rate of return.

Estimation of cash flow for new project, replacement projects.

MODULE 5**(6 Hours)**

Working capital management – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.(Does not include Cash, Inventory &Receivables Management)

MODULE 6**(8 Hours)**

Capital structure decisions – Planning the capital structure. (No capital structure theories to be covered)
Leverages – Determination of operating leverage, financial leverage and total leverage..
Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered).

MODULE 7**(4 Hours)**

Indian financial system – Primary market, Secondary market – stocks & commodities, Money market, Forex markets.

MODULE 8**(4 Hours)**

Corporate governance – Divergence of interest, Agency cost, Corporate governance in developed world & in India, Reforming Corporate governance, Legal provisions & SEBI code. Executive compensation & ESOP.

RECOMMENDED BOOKS:

1. Prasanna Chandra: Financial Management (TMH), 7/e,
2. I.M. Pandey – Financial Management (Vikas), 9/e,
3. M.Y. Khan & P.K. Jain – Financial Management (TMH), 5/e,

REFERENCE BOOKS:

1. Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 1/e,
2. Fundamentals of Financial Management – Vanhorns & Bhandari-Pearson evaluation.
3. Contemporary Financial Management – Kothari & Dutta – Machanilan India Ltd.
4. Financial Markets & Institution – Guruswamy – Thomson / Cengage Learning.
5. Stephen A. Ross, Wester Field, Jordan – Fundamentals of Corporate Finance (MacGraw Hill), 6/e, 2003
6. Vanhorne & Wachowicz, Fundamentals of Financial Management – Pearson / PHI, 12/e, 2003.
7. Damodaran, Corporate Finance – John Wiley & Co., 2/e, 2004
8. Financial Management –Shah– Wiley India (P) Ltd.
9. Gitman, Principles of Managerial Finance, Pearson Education / PHI, 10/e, 2004
10. Brealy and Myers, Principles of Corporate Finance – Theory & Practice TMH– 7/e, 2003
11. Vanhorne, Financial Management & Policy, Pearson / PHI, 11/e, 2002
12. Sathyaprasad & Kulkarni, Financial Management – HPH
13. Sharan, Fundamentals of Financial Management – Pearson, PHI, 2/e, 2005
14. Presh P Shah, Financial Management – Biztantra, 1/e, 2005
15. Cost Accounting & Financial Management – M E Thukaram Rao – New Age International
16. Bharati V. Patak – The Indian Financial System Markets, Institution & Services – Pearson , PHI, – 2/e

BUSINESS LAWSub Code: **10MBA24**

IA Marks: 50

No. of Lecture Hrs/week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(12 Hours)**

Law of contract: Definition, Essentials and Types of Contracts, Offer-definition and essentials, Acceptance-definition and essentials, Consideration- definition and essentials, Exceptions to the rule ‘no consideration, no contract,’ Doctrine of Privity of Contract, Capacity of Parties, Free Consent, Quasi Contract, Legality of Object, Performance of Contract, Termination of contract, Breach of Contract and Remedies.

MODULE 2**(7 Hours)**

Law of agency: Essentials, kinds of agents, Rights and Duties of Agent and Principal, Creation of Agency, Termination of Agency
Bailment and Pledge –Bailment, Definition, Essential Elements, Rights and Duties of Bailor and Bailee.
Pledge- Essentials, Rights and Duties of Pledger and Pledgee

MODULE 3**(7 Hours)**

Negotiable instruments act 1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques. Parties to Negotiable Instruments, Negotiation, Presentment, Discharge and Dishonor of Negotiable Instruments.

Law of Insurance – General Principles of Insurance and Life Insurance.

MODULE 4**(5 Hours)**

Sale of goods act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Price and Time, Condition and Warranties, Express and Implied Conditions, “Doctrine of Caveat Emptor”, Performance of Contract of Sale, Rights of Unpaid Seller.

MODULE 5**(4 Hours)**

Law of partnership 1932: Definition, Essentials of Partnership, Formation of Partnerships, Kinds of Partners, Authorities, Rights and Liabilities of Partners, Registration of Partnership, Dissolution of Partnership Firm.

MODULE 6**(7 Hours)**

Companies act 1956: Definition, Characteristics and Kinds of Companies, Steps in Formation of Company. Memorandum of Association, Articles of Association and Prospectus.

Shares: Kinds of Shares, Kinds of Debentures.

Directors: Appointment, Power, Duties and Liabilities of Directors. Meeting and Resolutions: Types of Meetings. Auditor: Appointment, Rights and Liabilities of Auditor. Modes of Winding-up of a Company.

MODULE 7**(7 Hours)**

Fema: meaning, objectives and scope.

Consumer Protection Act 1986: Objectives, Definition, Consumer Protection Councils.

MODULE 8**(7 Hours)**

Intellectual property rights: Meaning, objectives and scope.

Right to Information Act, Information Technology Act, Environment Protection Act - Meaning, objectives and scope.

RECOMMENDED BOOKS:

1. N D Kapoor-Elements of Mercantile Law-Sultan Chand
2. Legal Aspects of Business - Akhileshwar Pathak, 3rd Edition, Tata Mc GRAW HILL

REFERENCE BOOKS:

1. Saravanavel & Sumathi- Business Law for Management – HPH
2. M C Kuchhal -Business Law -Vikas, 4/e, 2005
3. BARE ACTS -
 - Indian Contract Act 1872
 - Negotiable Instruments Act 1881
 - Indian Partnership Act 1932
 - Foreign Exchange Management Act 1999
 - Sale Of Goods Act 1930
 - Consumer Protection Act 1986
 - Information Technology Act 2000
 - Companies Act 1956
 - Environmental Protection Act 1986
 - Right To Information Act
4. Business Law – S.S. Gulshan, Excel Books

HUMAN RESOURCE MANAGEMENT

Sub Code: **10MBA25**

No. of Lecture Hrs /week: 04

Total no. of Lecture Hrs: 56

IA Marks: 50

Exam Hours: 3 Hours

Exam Marks: 100

MODULE 1

(6 Hours)

HRM- Introduction, meaning, definition, nature and scope of HRM and HRD, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, policies, procedures and Programmes, practices, Organization of HRM, line and staff responsibility role of personnel manager and HR manager, qualities of HR, HR Manager as a Strategic partner, factors influencing HRM, Opportunities and Challenges in Human Resource Management.

MODULE 2

(7 Hours)

Job design: definition, approaches, job design options;

Job analysis: definition, process, benefits of job analysis

HR planning: introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP

MODULE 3

(6 Hours)

Recruitment: definition, objectives, subsystems, factors affecting recruitment policy, centralized and decentralized recruitment, recruitment Organisation, recruitment sources, recruitment techniques, recruitment process, cost benefit analysis of recruitment sources.

MODULE 4

(6 Hours)

Selection, Placement and Induction: meaning, definition of selection, essentials of selection procedure, significance of selection process and organizational relationship, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews and interview process, means to make interview effective, medical exams, reference checks, final decision, employment, placement and induction.

MODULE 5

(5 Hours)

Performance management: Introduction, meaning, need, purpose, objectives, contents of PAS, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360 degree Appraisal, post appraisal feedback.

MODULE 6

(13 Hours)

Human Resource Development: Introduction, definition, concepts, activities

Training and development: meaning of T & D, importance of training, benefits of training, need and objectives, assessment of training needs, areas of training, training methods, on-the job and off-the-job training, advantages of training, training procedures and final evaluation.

Employee mobility:

Internal mobility: Introduction, meaning, different types

Promotion: meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy.

Transfer: meaning, purpose, types, reasons, benefits,

Demotion: meaning, need for demotion policy.

Career planning and Development: meaning, need, career development actions.

External mobility: Introduction, meaning, types.

Absenteeism- Meaning, types, causes, calculation, minimizing absenteeism.

Employee attrition-meaning, reasons, calculation of attrition rate, retention strategies, managing separations and right sizing-voluntary and involuntary separations.

MODULE 7

(8 Hours)

Compensation & Benefits Administration: Compensation Management: Introduction, definition, need for sound salary administration, objectives, factors affecting wages/ salary levels, job evaluation, wage salary survey, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, pay for performance, Benefits administration, employee welfare and working conditions-statutory and voluntary measures,

MODULE 8

(5 Hours)

Industrial peace and harmony: Discipline maintenance, Grievance Handling, Workers participation in

management, maintaining good human and industrial relations, benefits accrued by the organization due to the development of congenial environment.

RECOMMENDED BOOKS:

1. Managing Human Resources – Bohlander et al – Cengage Learning 13 Ed., 2004.
2. Human Resource Management, Text & Cases – VSP Rao, Excel Books, 2005

REFERENCE BOOKS:

1. Human Resource Management – Text & Cases – K. Ashwatappa; 5th Edition, TMH.
2. Human Resource Management - Cynthia Fisher, Shaw – Wiley / Biztantra, 5/e, 2005
3. Human Resource Management – Gary Dessler, Person Publications, 10th Edition
4. Human Resource Management -Biswajeet Patnayak - PHI 3IE, 2005

BUSINESS RESEARCH METHODS

Sub Code: **10MBA26**

IA Marks: 50

No. of Lecture Hour/Week: 04

Exam Hours: 3 Hours

Total No. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (6 Hours)

Research – Meaning, types, criteria of good research, marketing research, scientific approach to research in physical and management science, limitations of applying scientific methods in business research problems, ethical issues in business research.

MODULE 2 (4 Hours)

Business Research: An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal

MODULE 3 (8 Hours)

Business Research Design: Exploratory, Descriptive, & Causal research

Exploratory research: Meaning, suitability, collection, hypothesis formulation

Descriptive research: Meaning, types of descriptive studies, data collection methods

Causal research: Meaning, various types of experimental designs, types of errors affecting research design.

MODULE 4 (8 Hours)

Data collection: Primary and Secondary data – Sources – advantages/disadvantages,

Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.

MODULE 5 (7 Hours)

Hypothesis: Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, Parametric and Nonparametric test: T-test, Z-test, F-test, U-test, Rank-Sum test, K-W test. **(Theory only).**

MODULE 6 (6 Hours)

Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling.

MODULE 7 (8 Hours)

Data Analysis: Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.

Statistical Analysis of Business Research: Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification **(Theory only).**

MODULE 8 (5 Hours)

Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report.

Case studies in Indian context only

(4 Hours)

RECOMMENDED BOOKS:

1. Marketing Research – Naresh K Malhotra – Pearson Education /PHI/5e/2007.
2. Business Research Methods- S.N.Murthy/U.Bhojanna- Excel Books/2e/2007.
3. Business Research Methods–Donald R. Cooper & Pamela S Schindler,TMH,/9e/2007
4. Marketing research: Text and cases- Rajendra Nargundkar – TMH 2/e, 2004.
5. Business Research Methods – Alan Bryman & Emma Bell, 2e/Oxford/2007.

REFERENCE BOOKS:

1. Research Methodology- C R Kothari- Vishwa Prakashan, 2002
2. Business Research Methods – William G Zikmund- Thomson, 7/e,2003
3. Research Methods – William M C Trochim-Biztantra,2/e, 2007
4. Marketing Research – A Parasuraman, Dhruv Grewal – Biztantra, 2004
5. Business Research Projects – Jimme Keizer, Piet Kempen, 2006
6. Methodology of Research in Social Sciences – O R Krishnaswami, M Ranganatham, HPH, 2007

INTERNATIONAL BUSINESS MANAGEMENT

Sub Code: **10MBA27**

IA Marks: 50

No. of Lecture Hour/Week: 04

Exam Hours: 3 Hours

Total No. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(8 Hours)

Globalisation – Meaning and implications - Globalisation of markets and production – The emerging global economy - Drivers of Globalisation. Modes and entry strategies of international business –the globalisational debate: arguments for and against – trends in international trade. Differences between domestic and international business.

MODULE 2

(10 Hours)

International Business Environment – Cultural aspects – values and norms – social structure – religious and ethical systems – language – education – implications of cultural differences on business. International business environment – Political and legal factors – political systems – legal systems, International business environment – Economic factors – the determinants of economic development.

MODULE 3

(6 Hours)

International Trade Theories- Theory of Mercantilism - Absolute advantage – Comparative advantage – Hecksher – Ohlin theory – The new product life cycle theory – The new trade theory – Porter's diamond model – implications for international business.

MODULE 4

(6 Hours)

Instruments of International trade policy – tariffs, subsidies, local content requirements, administrative policies, anti dumping policies – political and economic arguments for intervention - Development of the world trading system – GATT – the Uruguay round of negotiations. WTO - genesis and functions– the future of WTO.

MODULE 5

(7 Hours)

Regional Integrations – Trading Blocks – nature and levels of integration – arguments for and against regional integration - Trading blocks – European Union, ASEAN, APEC, NAFTA, SAARC, ANDEAN PACT and MERCOSUR.

MODULE 6

(7 Hours)

Multinational corporations – Organisation, design and structures – head quarters and subsidiary relations in multinational corporations.

MODULE 7**(6 Hours)**

Foreign Exchange Market – functions – nature of foreign exchange market – the trading mechanism – exchange rate determination – balance of trade – stability of exchange rate - currency convertibility

MODULE 8**(6 Hours)**

International Monetary System (IMF), - Funding facilities and strategies of IMF and World Bank - Expatriation and Repatriation. Ethical dimensions in International Business.

RECOMMENDED BOOKS:

1. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill, 2007.
2. John D. Daniels Lee H Radebaugh, International Business: Environments and Operations Addison Wesley, 2007.

REFERENCE BOOKS:

1. Justin Paul – International Business – Prentice Hall of India, 2007
2. Oded Shenkar Yadong Luo : International Business – John Wiley & Co., 2006
3. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall International
4. Alan M. Rugman and Richard M.Hodgetts – International Business by Pearson Education,, 2007.

**SCHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION**

III SEMESTER

Subject Code	Name of the Subject	Teaching hours/week		Duration of Exam in Hours	Marks For		Total Marks
		Lecture	Practical / Field Work / Assignment		I.A.	Exam	
10MBA31	Strategic Management	4	-	3	50	100	150
10MBA32	Management Accounting & Control Systems	4	-	3	50	100	150
10MBA33	Operations Management	4	-	3	50	100	150
	ELECTIVE I	4	-	3	50	100	150
	ELECTIVE 2	4	-	3	50	100	150
	ELECTIVE 3	4	-	3	50	100	150
	ELECTIVE 4	4	-	3	50	100	150
Total		28	-	21	350	700	1050

III SEMESTER ELECTIVES

MARKETING AREA RESOURCE AREA		FINANCE AREA		INFORMATION SYSTEM AREA		HUMAN	
Sub Code	Subject	Sub Code	Subject	Sub Code	Subject	Sub Code	Subject
10MBA MM311	Business Marketing	10MBA FM321	Advanced Financial Management	10MBA IS331	Object Oriented Programming Systems using Java	10MBA HR341	Organizations Design & Organisation Development
10MBA MM312	Sales & Retail Management	10MBA FM322 10MBAB F372	Security Analysis & Portfolio Management	10MBA IS332	Applications with Database Management Systems	10MBA HR342	Legal Environment and Industrial Legislations
10MBA MM313	Consumer Behaviour	10MBA FM323	Mergers, acquisitions & corporate restructuring	10MBA IS333	Enterprise Resource Planning	10MBA HR343	Performance Management & Competency Mapping
10MBA MM314	Service Marketing	10MBA FM324/ 10MBA BF/374	Merchant Banking & Financial Services	10MBA IS334	E-Commerce	10MBA HR344	Personal Growth & Inter- Personal Effectiveness

III SEMESTER ELECTIVES (contd.)

FINANCE AREA PRODUCTION AREA INTERNATIONAL BUSINESS BANKING &

Sub Code	Subject	Sub Code	Subject	Sub Code	Subject
10MBAPM 351	Materials Management	10MBAIB 361	International Business Environment	10MBABF 371	Principles & Practice of Banking & Insurance
10MBAPM 352	Advanced production & Operations Management	10MBAIB 362	International Accounting	10MBABF 372 10MBAF M322	Security Analysis & Port- Folio Management
10MBAPM 353	Technology Management	10MBAIB 363	Export Management	10MBABF 373	Banking & Insurance Products
10MBAPM 354	Advanced Production Planning & Control	10MBAIB 364	International Business Communication	10MBABF 374 10MBAF M324/	Merchant Banking & Financial Services

III SEMESTER

STRATEGIC MANAGEMENT

Sub Code: **10MBA31**

IA Marks: 50

No. of Lecture Hrs/week: 04

Exam Hours: 3 Hours

Total No. of Lecture/Hrs: 56

Exam Marks: 100

MODULE 1

(7 Hours)

Meaning and Nature of Strategic Management, Its importance and relevance, Characteristics of Strategic Management, The Strategic Management Process –Relationship between a Company's Strategy and its Business Model.

MODULE 2

(7 Hours)

Strategy formulation – Developing Strategic vision and Mission for a company – Setting Objectives – Strategic Objectives and Financial Objectives – Balanced score card, Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision Objectives and Strategy into a Strategic Plan.

MODULE 3

(7 Hours)

Analysing a company's External Environment – The Strategically relevant components of a company's external environment – Industry Analysis- Porter's dominant economic features – Competitive Environment Analysis – Porter's five force model - Industry driving forces – key success factors- concept and implementation.

MODULE 4

(6 Hours)

Analysing a company's resources and competitive position – Analysis of the company's present strategies – SWOT Analysis – Value chain Analysis – Bench marking.

MODULE 5

(7 Hours)

Generic Competitive Strategies – Low cost, Differentiation, Best cost , Focused Strategies .Strategic alliances, Collaborative partnerships , Mergers and acquisition, Joint Ventures Strategies – Outsourcing Strategies- International Business level strategies.

MODULE 6

(7 Hours)

Formulating long term and Grand Strategies – Tailoring Strategy to fit specific Industry and company situation – long term objectives for Grand Strategies- Innovation, Integration and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround – GE nine cell planning grid and BCG Matrix.

MODULE 7

(8 Hours)

Strategy Implementation – Operationalizing strategy, Annual Objectives, Developing Functional strategies, Developing and communicating concise policies.

Institutionalizing the strategy, Structure, Leadership and Culture. Ethical Process and corporate social responsibility.

MODULE 8

Strategic review and audit

(7 Hours)

Strategic control guiding and evaluating strategies, Establishing Strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of strategy Implementation.

RECOMMENDED BOOKS:

1. Crafting and executing strategy by Arthur A. Thomson Jr., A. J. Strickland III,
1. John E. Gamble-Tata McGraw Hill, 14/e, 2005
2. Strategic Management – An Integrated Approach by Charles W.L. Hill, Gareth R..Jones – BIZTANTRA, 6/e, 2004/05
3. U. Iachru, Strategic Management, Excel Books.

REFERENCE BOOKS:

1. Strategic Management Concepts & Cases by Fred R. David – Pearson Education/PHI.
2. Strategic Management Building and Sustaining Competitive Advantage by Robert A. Pitts, David Lei. – Thomson South – Western, 3/e, 2002
3. Competitive Advantage by Michael E Porter, Free press, NY
4. Strategic Management by David Hunger

MANAGEMENT ACCOUNTING & CONTROL SYSTEMS

Sub Code: **10MBA32**

IA Marks: 50

No. of Lecture Hrs/week: 04

Exam Hours: 3 Hours

Total No. of Lecture/Hrs: 56

Exam Marks: 100

MODULE 1

(9 Hours)

Basic concepts, goals, and strategic key variables in management control systems. Management by objectives. Management Control - Operational Control – Task Control. Concept of cost centers, profit centers and investment centers. sources for cost information, Cost units- classification of costs- cost analysis for management decision making.

MODULE 2

(7 Hours)

Determining product costs: cost elements for product costing- - accounting for factory overheads- principles of allocation and absorption – determining product costs. Mechanics of ascertaining product costs under job order costing and process costing (Does not include Equivalent production, Byproducts). Theoretical concepts of Activity Based Costing (ABC), Simple problems on ABC analysis.

MODULE 3

(8 Hours)

Cost-volume – profit (CVP) Relationship: Profit planning- behavior of expenses in relation to volume- CVP model- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model- Utility of the Model in Management Decision Making.

MODULE 4

(8 Hours)

Variable costing: Concept of variable (Marginal) costing. Comparison between variable costing, - advantage of variable costing. Decisions involving alternative choices: cost analysis for decision making like discontinuing a product, accepting a special order, make or buy, Sell or Process further, Product Mix

MODULE 5**(5 Hours)**

Pricing policies:- objectives of pricing policies- marginal analysis and pricing – full cost pricing-ROI pricing – contribution approach to pricing – concepts of transfer pricing.(only theory)

MODULE 6**(8 Hours)**

Budgeting and budgetary control: - Budgeting as a tool of management control-steps in budget preparation- Functional budget (simple Problems on Sales, Production, Material), flexible budgets. (does not include Master budget & Cash budget)

MODULE 7**(8 Hours)**

Standard costing and variance analysis: Need for setting standards- development of standards for material and labour costs- variance analysis –breakup of material and labour cost variances- analyzing overhead variance (only theory)

MODULE 8**(3 Hours)**

Cost control and cost reduction: introduction to cost control- cost reduction- fields covered by cost reduction- tools and techniques for cost reduction. Cost Audit: Scope of cost audit – Types ,Advantages, limitations.

(Proportion of problems 60% and theory 40%)

RECOMMENDED BOOKS:

1. Lynch & Williamson: Accounting for Management- Planning & Control- (TMH)
2. Introduction to Management Accounting - Charles T Horngren –Pearson/PHI, 11/e, 2003
3. Robert. N. Anthony & Vijay Govindrajana –Management Control system-(TMH), 11/e, 2005
Recommended book for module-1
4. Khan & Jain- Management Accounting –(TMH), 3/e, 2003, Recommended book for 5 & 6

REFERENCES BOOKS:

1. Khan & Jain- Cost Accounting-(TMH), 1/e, 2003
2. Management Accounting – Atkinson – Pearson / PHI, 3/e
3. Management Accounting – Sudhindra Bhat – Excel Books
4. Cost Accounting: Principles and Practice - Bhattacharya – PHI, 2004
5. Cost Accounting – Jawaharlal – TMH, 3/e, 2003
6. Practical Costing- P C Tulsian – Vikas, 1/e, 2004
7. Cost Accounting – M.N Arora – Vikas, 7/e, 2004
8. Management Accounting – Sharma, Sashi K Gupta – Kalyani
9. P. Saravanavel-Management Control System- (HPH)
10. Cost Accounting -Charles T Horngren –Pearson/PHI, 11/e, 2003
11. Management Control Systems – Merchant – Pearson, PHI.

OPERATIONS MANAGEMENT

Sub Code: **10MBA33**

IA Marks: 50

No. of Lecture Hrs/week: 04

Exam Hours: 3 Hours

Total No. of Lecture/Hrs: 56

Exam Marks: 100

MODULE 1**(7 Hours)****Introduction and Break even analysis**

Break even analysis - Break even analysis in terms of physical units, sales value, and percentage of full capacity. Break even for Multi Product situations, Capacity expansion decisions, Product add or drop decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break even analysis, Limitations of Breakeven analysis.

Note: The module will cover both theory and numerical problems with emphasis on decision making for competitive advantage.

MODULE 2

(7 Hours)

Forecasting

Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models - Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors, Monitoring and Controlling forecasting models.

Note: The module will cover both theory and numerical problems

MODULE 3

(6 Hours)

Facility Planning

Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models.

Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

Note: The module will cover theory focusing on safety, psychological factors, and productivity.

Numerical problems on location selection

MODULE 4

(6 Hours)

Employee Productivity

Productivity and work study

Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors.

Method Study

Introduction to Method Study, Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study,

Work Measurement

Introduction to Work Measurement, Work sampling study, Time study and setting standards

Numerical problems on productivity measurement, time study and work standards

MODULE 5

(6 Hours)

Capacity Planning

Concept and overview of aggregation, Demand and capacity options and strategies in production and services, capacity and value, financial impact of capacity decisions, aggregate planning types and procedure, capacity requirement planning, concepts of yields (productivity) and its impact on capacity.

Capacity requirement planning, Materials requirement planning,

Planning hierarchies in operations, aggregate planning, purpose, necessity and importance of aggregate planning, Managerial importance of aggregate plans, alternatives for managing demand and supply, capacity augmentation strategies. Matching demand and capacity, demand chase aggregate planning, level production aggregate planning, capacity planning and steps,

Resource requirements planning system, material requirement planning, objectives of MRP, elements of MRP, BOM, benefits of MRP.

MODULE 6

(6 Hours)

Materials Management

Role of Materials Management- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of purchase professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC VED, and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts.

Stores- types, functions, roles responsibilities, Inventory records,

Numerical problems on vendor rating, ABC analysis, Inventory models, Discounts

MODULE 7**(12 Hours)****Quality Management I**

Basic concepts of quality of products and services, dimensions of quality. Relationships between quality, productivity, costs, cycle time and value. Juran's quality trilogy

Impact of quality on costs – quality costs. Demings 14 principles.. Quality improvement and cost reduction – 7 QC tools and 7 new QC tools, PDCA cycle, Quality circles, Quality Function Deployment and its benefits.

Quality Systems – Need, benefits, linkage with generic strategies, ISO 9000 – 2000 clauses, coverage, QS 9000 clauses, coverage, linkages with functional domains like production, marketing, six sigma concepts, organizing for continuous improvement, Excellence models, awards and standards awards – MBNQA, Demings prize, Baldrige award, their main focus. Role of management in implementing quality systems.

MODULE 8**(6 Hours)****Quality Management II**

Concept of specification limits, statistical control limits, Process control and control charts for both attributes and variable data. Operators role in quality assurance.

The course will cover both theory and numerical problems (theory and numerical in the ratio of 40 : 60 ratio)

RECOMMENDED BOOKS:

1. Operations Management Theory and Practice, *B.Mahadevan*, Pearson education, Second impression 2007
2. Operations Management, *William J. Stevenson* 8th 2005 edition,
3. Operations Management, *Richard B Chase* 11th edition **TMH**,

REFERENCE BOOKS:

1. Production and Operations Management – *Prof. K. Ashwathappa, K Sridhar Bhat*, Himalaya Publications
2. Production and Operations Management, Text and cases, Upendra kachru, First edition excel Books.
3. Operations Now, Byron J Finch, Tata Mc Grawhill, 3rd edition, 2008
4. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western.

MARKETING AREA**BUSINESS MARKETING**Sub Code: **10MBAMM311**

IA Marks: 50

No. of Lecture Hrs/week: 04

Exam Hours: 3 Hours

Total No. of Lecture/Hrs: 56

Exam Marks: 100

MODULE 1**(6 Hours)**

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment, Environmental effect on Industrial Market with special reference to Government rule.

MODULE 2**(7 Hours)**

Nature of Industrial buying: Organisational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing

MODULE 3**(8 Hours)**

Market Segmentation: Choosing Target Segments, Positioning, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market Research and Consumer Market Research

MODULE 4**(7 Hours)**

Formulating Product Planning: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products
Business Service Marketing: Special Challenges

MODULE 5 (6 Hours)

Formulating Channel Strategy: Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their drawbacks, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics- Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing the customer service, Identifying the cost centers.

MODULE 6 (6 Hours)

Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, Leasing

MODULE 7 (6 Hours)

The Promotional Strategies: Advertising in Industrial Markets, uses, Message Formulation, policies, media ,budgetary support, evaluation of advertising- sales Promotion- Use of Sales Promotion in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce

MODULE 8 (6 Hours)

Management of Sales Force: Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales person, sales training, Directing, Motivating, Task Assignment, Compensation, Measuring the Effectiveness of Sales Force.
Relationship Sales and Marketing, Four forms of Seller Roles

Case studies in Indian context only (4 Hours)

RECOMMENDED BOOKS:

1. Industrial Marketing, Robert R. Reeder & Reeder – PHI
2. Business Marketing Management, Michael D. Hutt, Thomas W. Speh, Cengage Learning, 9/e,2007
3. Industrial Marketing, Krishna Havaldar – TMH, 2/e,2005
4. Business to Business Marketing, Vitale & Giglierano – Cengage Learning, 1/e
5. Business Marketing, Robert Dwyer, John F. Tanner Jr. – TMH, 3/e,2006

REFERENCE BOOKS:

1. Business Marketing, Frank G. Bingham Jr., et al; TMH, 3/e, 2005
2. Industrial Marketing, Prof. P. K. Ghosh, Oxford

SALES AND RETAIL MANAGEMENT

Sub Code: **10MBAMM312**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

**PART – A
SALES MANAGEMENT**

MODULE 1 (8 Hours)

Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organisations.

MODULE 2 (5 Hours)

Selling skills & Selling strategies: Selling and Business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up-action.

MODULE 3

(7 Hours)

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota.

Recruitment and selection of sales force, Training of sales force.

MODULE 4

(6 Hours)

Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation- Meaning, Types compensation plans and evaluation of sales force by performance and appraisal process.

RECOMMENDED BOOKS FOR SALES MANAGEMENT:

1. Sales Management by Charlesm. Futrell, 6/e, 2003, Thomson South Western
2. Sales & Distribution Management by Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press
3. Managing of Sales Force by Spiro Stanton Rich, 11/e, 2003, TMH

REFERENCE BOOKS FOR SALES MANAGEMENT:

1. Sales & Retail Management an Indian Perspective by Dr. S.L. Gupta, 1/e, 2007, Excell books
2. Salesmanship And Sales Management – P.K. Sahu & K.C. Raut, 3/e, Vikas Publishing House
3. Sales Management- Douglas J Dalrymple, William L Crowe- John Wiley & Co.

PART – B

RETAIL MANAGEMENT

MODULE 5

(6 Hours)

Retail Management: Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, Emergence of organisations of retailing, Retail Location and Layout plan, careers in Retailing.

MODULE 6

(5 Hours)

Retail Market segmentation: Introduction to Market segment, Criteria for effective segmentation, Dimensions of segmentation, customer profiles.

MODULE 7

(8 Hours)

Retailing Channels: Products and merchandise management, structure, nature and channel, criteria for selection of suppliers.

Channel choice, product movement, Merchandising plans, Store management,

Retail Pricing: Factors and pricing, Retail pricing strategies, Retail promotion strategies, Retail sales promotion, publicity.

MODULE 8

(6 Hours)

Relationship Marketing in Retailing: Management of Relationship, Evaluation of Relationship Marketing, Relationship, Marketing Strategies, Retail Research and Retail Audits

Case studies in Indian context only

(5 Hours)

RECOMMENDED BOOKS FOR RETAIL MANAGEMENT:

1. Retailing Management by Swapna Pradhan, 2/e, 2007 & 2008, TMH
2. Integrated Retail Management by James R. Ogden & Denise T. Ogden, 2007, Biztantra
3. Retail Management – Levy & Weitz-TMH 5th Edition 2002

REFERENCE BOOKS FOR RETAIL MANAGEMENT:

1. Retail Management by Rosemary Varley, Mohammed Rafiq- Palgrave Macmillan
2. Retail Management by Chetan Bajaj-Oxford Publication.
3. Retail Management by Uniyal & Sinha-Oxford Publications.

CONSUMER BEHAVIOUR

Subject Code: **10MBAMM313**
No. of Lecture Hour / Week: 04
Total No. of Lecture Hours: 56

IA Marks: 50
Exam Hours: 03 Hours
Exam Marks: 100

MODULE 1

(3 Hours)

Introduction to the study of Consumer Behaviour:

Meaning & Definition of CB, Difference between consumer & Customer, Development of the Marketing Concept-The Marketing concept, Implementing the Marketing Concept, Segmentation, Targeting, Positioning, The Marketing Mix, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism

MODULE 2

(4 Hours)

Role of Research in understanding consumer behaviour:

Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods, Combining Qualitative and Quantitative Research Findings)

The consumer research process - Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings. Input-Process-Output Model of Consumer Behaviour - Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences - Social Class, Culture, Reference Groups, Family

Levels of Consumer Decision Making - Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making (economic, passive, cognitive, emotional)

Situational Influences- The Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behaviour (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States)

MODULE 3

Individual Influences on Consumer Behavior:

A) Motivation:

(5 Hours)

Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, **Motivation Theories and Marketing Strategy** - Maslow's Hierarchy of Needs, Critical evaluation of marketing hierarchy and marketing applications, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives), Discovering Purchase Motives, Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict
Frustration & Strategies to overcome frustration

B) Personality:

(3 Hours)

Basics of Personality, Theories of Personality and Marketing Strategy(Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self)

C) Perception:

(4 Hours)

Basics of Perception & Marketing implications, Elements of Perception(Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization), Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, price/quality relationship, retail store image, manufacturer's image, Perceived Risk, Types of risk, How consumers' handle risk

MODULE 4

Individual Influences on Consumer Behavior:

A) Learning

(5 Hours)

Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioural Learning Theories, Classical Conditioning(Pavlovian Model, Neo-Pavlovian Model), Strategic Marketing Applications of Classical Conditioning), Instrumental Conditioning, Strategic Marketing Applications of Instrumental Conditioning, Modelling or Observational Learning, Marketing Applications of Cognitive Learning Theory, Information Processing (How Consumers store, retain and retrieve information, Sensory Store, Short-Term Store, Long-Term Store, Rehearsal and Encoding, Retention, Retrieval, Limited and Extensive Information Processing), Involvement Theory (Media Strategy, Central & Peripheral Route to Persuasion, Elaboration Likelihood Model, Measures of Involvement), Measures of Consumer Learning (Recognition and Recall Measures)

B) Attitude

(4 Hours)

Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication, (Tri-component Model of attitude, Multiattribute attitude models, Theory of trying to consume, Attitude towards the ad model), Attitude change strategies, Attitude change based on the tri-component model(Changing the Cognitive Component, Changing the Affective Component, Changing the Behavioural Component), Other attitude change strategies (Changing the basic motivational function, Associating the product with a specific group, event, or cause, Resolving two conflicting attitudes, Altering components of the multi-attribute model, Changing beliefs about competitors brands, The Elaboration Likelihood Model)

C) Persuasive Communication

(1 Hour)

Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation

MODULE 5

External Influences on Consumer Behavior:

A) Social Class

(3 Hours)

Social Class Basics, What is Social Class?(Social class & Social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India, The measurement of social class (Subjective Measures, Reputations Measures, Objective Measures), Social Class Mobility, Geo-demographic Clustering, Social Stratification, Social class role and status differentiation and evaluation, Factors responsible for social stratification

B) Culture and Subculture - Major Focus on Indian Perspective

(4 Hours)

Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour, The measurement of culture, Content analysis, Consumer fieldwork, Value measurement survey instruments,

Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques

Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems

MODULE 6

(5 Hours)

External Influences on Consumer Behaviour: Family, Reference Groups,

Groups: Meaning and Nature of Groups, Types

Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Modified / non-traditional family life cycle & marketing implications

Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, Reference group appeals, Celebrities, the expert, the common man, the executive and employee spokesperson, Trade or spokes-characters, Other reference group appeals

MODULE 7**(7 Hours)****Consumer Influence and Diffusion of Innovations:**

Opinion Leadership: Dynamics of opinion leadership process, Motivation behind opinion leaders, The needs of opinion leaders and opinion receivers, Purchase Pals, Surrogate buyers vs. opinion leaders, Measurement of opinion leadership, Frequency and overlap of opinion leaderships, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders

Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time)

Adoption Process: Stages, categories of adopters

Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition and marketing strategy, Purchase evaluation and customer satisfaction, The evaluation process, Dissatisfaction responses, Marketing strategies and dissatisfied customers, Customer satisfaction, repeat purchases and customer commitment, Repeat purchasers, committed customers and profits, Repeat purchasers, committed customers and marketing strategy

MODULE 8**CRM & Online Decision Making****(3 Hours)****A) Customer Relationship Management**

Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, CRM Vs Customer retention, CRM Process-Benefits, CRM process for marketing organisations, brand switching behaviour, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM

B) On-line Decision Making: Meaning & Steps**Case studies in Indian context only****(5 Hours)****RECOMMENDED BOOKS:**

1. Consumer Behaviour- Leon Schiffman, Lesslie Lazar Kanuk-Pearson/PHI,8/E
2. Consumer Behaviour- Hawkins, Best, Coney-TMH,9/e,2004
3. Consumer Behaviour in Indian Perspective – Suja Nair – Himalaya Publishers, 2004
4. Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books
5. Customer Relationship Management- Peeru Ahamed & Sagadevan Vikas Publishing

REFERENCE BOOKS:

1. Customer Behaviour – A Managerial Perspective – Sheth, Mittal-Thomson, 2/e,2004
2. CRM – Alok Kumar, Chhabi Sinha,7/e, Biztantra
3. Consumer Behaviour- Henry Assael, 6/e, Thomson
4. Consumer Behaviour-Lindquist & Sirgy-Biztantra

SERVICE MARKETINGSub Code: **10MBAMM314**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(5 Hours)**

Introduction to services: What are services, Why service marketing, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality

MODULE 2**(7 Hours)**

Consumer behaviour in services: Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services

Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception

MODULE 3**(6 Hours)**

Understanding customer expectation through market research: Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Retention strategies-Monitoring relationship, 3 levels of retention strategies

MODULE 4

(8 Hours)

Customer defined service standards: “Hard” & “Soft” standards, Process for developing customer defined standards

Leader ship & Measurement system for market driven service performance- Key reasons for GAP 2- service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing

Service design and Positioning - New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning – positioning on the Five dimensions of service quality, Positioning on service evidence

MODULE 5

(6 Hours)

Employee role in service designing: Importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality – productivity trade off.

Strategies for closing GAP 3

Customers role in service delivery- Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.

MODULE 6

(5 Hours)

Managing demand and capacity – Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, Waiting line strategies

MODULE 7

(8 Hours)

Role of marketing communication – Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation

Pricing of services- Role of price and value in provider GAP 4, Role of non monetary cost, Price as an indicator of service quality Approaches to pricing services, pricing strategies

MODULE 8

(6 Hours)

Physical evidence in services: Types of service scapes, Role of service scapes, Frame work for understand service scapes & its effect on behaviour, Guidance for physical evidence strategies

Case studies in Indian context only

(5 Hours)

RECOMMENDED BOOKS:

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner-TMH, 3/e, 2004
2. Services Marketing, Christopher Lovelock, Pearson Education, 2004
3. Services Marketing, Rajendra Nargundkar- TMH, 1/e, 2004
4. Services Marketing, Ravi Shankar, Excel Books, 2006

REFERENCE BOOKS:

1. Services Marketing, Kenneth E Clow & David L Kurtz, Biztantra, 2/e, 2007
2. Services Marketing, Govind Apte, Oxford, 2007
3. Handbook of Services Marketing & Management, Swartz & Iacobucci, Sage Publications, 2000
4. Services Marketing, Hoffman & Bateson, Thomson, 2007.
5. Services Marketing, Peter Mudie and Angela Pirrie, 3/e, Elsevier, 2006.
6. Services Marketing, C Bhattacharjee, Excel, 2006
7. Services Marketing, S M Jha, HPH, 2007

FINANCE AREA

ADVANCED FINANCIAL MANAGEMENT

Sub Code: 10MBAFM321
No. of Lecture Hours / Week: 04
Total no. of Lecture Hrs: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

MODULE 1 (6 Hours)

Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital)
Working capital financing: Short term financing of working capital, long term financing of working capital.
Working capital leverages

MODULE 2 (6 Hours)

Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-orr model, stone model. Strategies for managing surplus fund.

MODULE3 (6 Hours)

Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation : Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Factoring.

MODULE 4 (6 Hours)

Inventory Management: Determinations of inventory control levels : ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.

MODULE 5 (10 Hours)

Capital structure decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy .

MODULE 6 (6 Hours)

Dividend policy – Theories of dividend policy : relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.

MODULE 7 (6 Hours)

Hybrid Financing – Preferred stock, Warrants and convertibles, Private equity. Venture funds, Angel financing
Financial management in intangible – intensive companies. Characteristics of intangibles, implications for financial managements, Types and approaches to valuations of intangible assets.

MODULE 8 (10 Hours)

Corporate financial modeling – Agency problem and consideration. Effect of inflation on ; Asset value, firm value, returns,
Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR).

Financial Management of sick units: Definition of sickness, causes, symptoms, predictions, revival strategies, institutions for revival of sick units.

Economic Value Added (EVA) – concept, components of EVA. Market Value Added (MVA)

RECOMMENDED BOOKS:

1. Prasanna Chandra: Financial Management, (TMH), 6/e, 2004
2. M.Y. Khan & P.K. Jain – Financial Management, (TMH), 4/e, 2004
3. I.M. Pandey – Financial Management (Vikas), 9/e, 2005

REFERENCE BOOKS:

1. Brigham & Ehrhardt, Financial Management – Theory & Practice, Thomson Learning, 10/e – 2004
2. Ross, Westerfield & Jaffe, Corporate Finance– TMH – 7/e, 2005
3. Advanced Financial Management – Sudhindra Bhat – Excel Books.
4. Vanhorne, Financial Management & Policy, Pearson / PHI
5. Keown, Martin, Petty. Scott, Financial management :principles and applications--PHI
6. Brearly and Myers, Principle of Corporate Finance– TMH– 7/e, 2004
7. Ashwath Damodaran, Corporate Finance – Theory & Practice – John Wiley, 2003
8. Pandey & Bhatt, Cases in Financial Management - TMH, 2/e, 2003
9. Corporate Financial Strategy – Ruth Bendel – EL, Sevier India (P) Ltd.
10. Kothari & Dutta : Contemporary Financial Management - Macmillan

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Sub Code: **10MBAFM322**
10MBABF372

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1

(4 Hours)

Introduction: Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments

MODULE 2

(5 Hours)

Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE.. Stock markets guidelines on primary & secondary markets.

MODULE 3

(10 Hours)

Valuation of securities – bond and fixed income instruments valuation -bond pricing theorems, duration of bond and immunisation of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalisation & CAPM).

MODULE 4

(7 Hours)

Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis

MODULE 5

(9 Hours)

Fundamental & Technical Analysis of equity stock. Concept of intrinsic value. Objectives and beliefs of fundamental analysts. Economy-Industry-Company framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks.

MODULE 6

(7 Hours)

Behaviour of stock market prices – The market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management. Asset pricing theories, CAPM & Arbitrage pricing theories.

MODULE 7

(7 Hours)

Modern portfolio theory – Asset allocation decision. Dominant & Efficient portfolio – simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification.

MODULE 8

(7 Hours)

Portfolio performance evaluation – Sharp & Treynor & Jensen's measure. Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds- types, performance evaluation of mutual

funds, functions of Asset Management Companies.

RECOMMENDED BOOKS:

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 2005
2. Investments – Zvi Bodie, & Mohanty – TMH – 6th Edition, 2005
3. Investment Management – VK Bhalla (S.Chand & Co)
4. Security Analysis & Portfolio Management, S.Bhat, Excel Books.

REFERENCE BOOKS:

1. Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
2. Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI.
3. Investment science – David G.Luenberger. Oxford.
4. Alexander, Sharpe, Bailley – Fundamentals of Investment – Pearson / PHI, 3/e, 2001
5. Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
6. Portfolio Management –S. Kevin – Prentice Hall India.
7. Reilley & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning, 7/e, 2004
8. Ranganathan & Madhumathi – Investment Analysis & Portfolio Mgmt. – Pearson, PHI.
9. V A Avadhani – Securities Analysis & Portfolio Mgmt. – HPH
10. Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2005
11. Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Sub Code: **10MBAFM323**

No. of Lecture Hours / Week: 04

Total no. of Lecture Hrs: 56

IA Marks: 50

Exam Hours: 3 Hours

Exam Marks: 100

MODULE 1

(8 Hours)

Mergers- in the nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities

MODULE 2

(5 Hours)

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model

MODULE 3

(8 Hours)

Corporate restructuring – different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)

MODULE 4

(7 Hours)

Merger Process: Dynamics of M&A process- identification of targets-negotiation-closing the deal. Five-stage model – due diligence (detailed discussion).

Process of merger integration – organizational and human aspects – managerial challenges of M & A

MODULE 5

(10 Hours)

Valuation – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision

MODULE 6

(8 Hours)

Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956

MODULE 7

(5 Hours)

Takeovers, types, hostile takeover approaches, Take over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense

MODULE 8

(5 Hours)

Legal and regulatory frame work of M & A – provisions of company's act 1956, Indian Income Tax act 1961 – SEBI take over code, Provisions of Competition Act.

RECOMMENDED BOOKS:

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
2. Mergers acquisitions and Business valuation – Ravindhar Vadapalli – Excel books, 1/e 2007
3. Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons
4. Shukla & Grewal- Advanced Accounts Vol 2 – S.Chand & Sons, Recommended book for module-6
5. Company Law & Practice – Taxmann – Recommended book for module-8
6. Students Guides to I.T. Act 1969

REFERENCE BOOKS:

1. Sudi Sudarsanam – Value Creation From Mergers And Acquisitions – Pearson Education, 1/e, 2003
2. Valuation for mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
3. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
4. Weston, Mitchel And Mulherin - Takeovers,Restructuring And Corporate Governance – Pearson Education, 4/e, 2003
5. Shiv Ramu – Corporate Growth Through Mergers And Acquisitions – Response Books
6. P Mohan Rao – Mergers And Acquisitions – Deep And Deep Publications
7. Machiraju – Mergers And Acquisitions – New Age Publishers
8. Ramanujam et al – Megers – TMH, 2003
9. Handbook of International Mergers & Acquisitions – Gerard Picot-Palgrave Publishers Ltd.
10. Restructuring for Growth – John C. Michelson - TMH

MERCHANT BANKING & FINANCIAL SERVICES

Sub Code: **10MBAFM324**

IA Marks: 50

10MBABF374

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1

(8 Hours)

Bank and Banking -Permissible banking activities-Types of banks in India-Role of RBI as a regulator- Banker and customer- Types of relationship between bank and customer –Bank's obligation to customers - Types of accounts and customers- Types of lending-charging of securities - Banks and technology- Various IT products and services- International banking services

MODULE 2

(6 Hours)

Insurance service- Need and importance Life and non life insurance- Players in life and non life insurance- Essentials of insurance contracts- Risk appraisal and selection- Life and non life insurance products including unit linked plans

MODULE 3

(8 Hours)

Merchant Banking- SEBI guidelines for merchant bankers – Issue Management – Equity issues – Rights issues – Debenture issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs , ECB etc.

MODULE 4

(8 Hours)

Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing – Hire Purchasing- Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.

MODULE 5

(4 Hours)

Credit rating and Securitization of debts - Definition and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies –Rating symbols of different companies Securitization of debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization

MODULE 6

(7 Hours)

Depository Service and Mutual funds: - Depository services- Role of depositories and their services— Advantages of depository system -NSDL and CDSL- Depository participants and their role- Stock Broking Services including SEBI guidelines - Mutual Funds – Structure of Mutual Funds- Types Mutual Funds – Advantages of mutual funds - Exchange Traded Funds – Hedge funds- Regulations on mutual funds – Accounting aspects – Performance Evaluation.

MODULE 7

(10 Hours)

Money Market Instruments – Treasury Bill – Commercial bill – Commercial paper – Certificate of deposit – REPO/Reverse REPO – Call money- Notice money – Term money – Credit card – Bill discounting – Factoring – Forfaiting – Consumer finance – Reverse mortgage service

MODULE 8

(5 Hours)

Marketing of Financial Services – Conceptual framework – Distribution – Pricing – Promotion – Attracting & retaining customers – Segmentation – Positioning – Development and launching of new products – Behavioural profile of customers.

RECOMMENDED BOOKS:

1. Financial Services—M.Y.Khan – TMH
2. Merchant Banking –J.C.Verma
3. Financial Services & Systems– S.G.Guruswamy – Thomson Learning

REFERENCE BOOKS:

1. Indian Financial System—M.Y. Khan – TMH
2. Financial Services – Gordon & Nataraju – HPH
3. Indian Financial System – Pathak - Pearson Education.
4. Merchant Banking Principles and Practice : H.R,Machiraju – New Age International
5. Financial Institutions and Markets L.M.Bhole – TMH
6. Financial Markets & Institutions—S.G. Guruswamy—Thomson Learning
7. Services Marketing --S.M.Jha – HPH
8. Indian Financial System – Machiraju – Vikas
9. Merchant banking and financial services – N. Mohan – Excel books

INFORMATION SYSTEMS AREA

OBJECT ORIENTED PROGRAMMING SYSTEMS USING JAVA

Sub Code: **05MBAIS331**

No. of Lecture Hours / Week: 04

Total no. of Lecture Hrs: 56

IA Marks: 50

Exam Hours: 3 Hours

Exam Marks: 100

MODULE 1

(6 Hours)

JAVA as a programming tool, advantages of JAVA, JAVA & Internet, Short history of JAVA, Common misconceptions about JAVA

MODULE 2 (6 Hours)

JAVA programming environment, developing environment, using command line tools, using an integrated development environment, compiling and running programs using a text editor.

MODULE 3 (6 Hours)

Fundamental programming structures in JAVA, a simple JAVA program, comments, data types, variables, assignments and initialization, operators, strings, control flow, arrays

MODULE 4 (6 Hours)

Objects and classes – vocabulary of OOP, Objects, relationship between classes, static fields and methods, method parameters, object construction, documentation comments

MODULE 5 (8 Hours)

Inheritance, extending classes, cosmic super class, reflection, interfaces, object classes, inner classes, proxies, applets- applet basics, applet HTML, Tags and attributes, multimedia, applet context

MODULE 6 (8 Hours)

Event handling - basics of event handling, AWT (Abstract Window Toolkit) event hierarchy, semantic and low level events in AWT, Actions, Multicasting, Event Queue, graphics programming, introduction to Swing, creating frame, frame position, displaying information in a panel, 2D shapes, colours, texts & fonts, images

MODULE 7 (8 Hours)

User interface components with swing – Introduction to layout management, Text input, making choices, menus, sophisticated layout management, dialog boxes

MODULE 8 (8 Hours)

Exceptions and debugging, dealing with errors, catching exception, tips on using exception, debugging techniques, using a debugger, streams and files, putting streams to use, object streams, File Management, Introduction to JAVA Scripting and JAVA Beans.

RECOMMENDED BOOKS:

1. Core JAVA Volume 1 – Fundamentals – Cay S Hortsman, Gary Cornell – Pearson Education Asia, 7/e, 2005
2. Comdex Computer programming course kit – Vikas Gupta – Wiley Dreamtech – 2004

Laboratory Exercises for Object Oriented Programming with JAVA

1. Write a program in JAVA to read two numbers from keyboard and display the larger value on the screen
2. Write a JAVA program to evaluate the following investment formula
 $V = P(1 + R)^N$ and print the table that would give value of V for different values of P, R, N.
3. Write a program that reads 10 numbers from key board and calculates the Sum, Average, Maximum and Minimum values.
4. Define a class to represent a bank account with following data members :
Name of Depositor, Account number, Type of account, balance amount in account & Member functions – to assign initial values, to deposit an amount, to withdraw an amount after checking balance and to display name and balance for an account no.
5. Write an interactive menu driven program to read the telephone details file with each record having name and telephone number:
 - to find the telephone number for a given name
 - to find the name for a given telephone number
 - to update telephone number whenever there is a change

Two assignments based on Object oriented concepts, design and programming

Out of 50 IA marks 30 marks is based on internal assessment tests, 10 marks based on assignments and another 10 marks based on laboratory exercises.

APPLICATIONS WITH DATABASE MANAGEMENT SYSTEMS

Sub Code: **10MBAIS332**

No. of Lecture Hours / Week: 04

Total no. of Lecture Hrs: 56

IA Marks: 50

Exam Hours: 3 Hours

Exam Marks: 100

MODULE 1

(6 Hours)

Early information systems – problems, Organisation of Database, Components of Database Management Systems, Data Models, Database Architecture, Schema, Entity Relation model, dataflow diagram

MODULE 2

(6 Hours)

Basic file systems – File organization – Serial, Sequential, Indexed Sequential, Creation and Manipulation of Indexed Sequential files, Hashing, Key to address transformation, overflow management in hashed files, B-Tree based files

MODULE 3

(8 Hours)

Conventional Data Models – Hierarchical Model, Network Model, Database Architecture, Data modelling, data definition, data dictionary, data manipulation, Database administration function, Data Security, back up and recovery

MODULE 4

(6 Hours)

Relational data model, Basic definition and terminology, Codd's 12 rules for relational database management, Relational Algebra, Relational Calculus, Operations in Relational Model.

MODULE 5

(8 Hours)

Relational database design, integrity constraints, functional dependencies, normalization, second and third normal form, boyce – codd normal form, multivalued dependencies and fourth normal form, join dependencies and fifth normal form.

MODULE 6

(6 Hours)

SQL – the database language, Simple queries in SQL, Products & Joins in SQL, Database modification in SQL, View definition, constraints, triggers in SQL

MODULE 7

(8 Hours)

Database Security, Transaction processing, Concurrency control, locking techniques, database back up and recovery, database security issues, access control, authorization, Distributed databases

MODULE 8

(8 Hours)

Oracle server, Oracle client, Oracle forms, Oracle reports, Oracle office, SQL +, Simple application using Oracle database.

RECOMMENDED BOOKS:

1. A first course in Database System – Jeffrey D Ullman & Jennifer Widom
2. Database Management System – Arun K Majumdar & Pritimoy Bhattacharya
3. Introduction to Database System – C J Date
4. Fundamentals of Database System – Elmasri & Navathe
5. ORACLE-A Beginner's guide-Micheal Abbey & Micheal J Corey

Laboratory Sessions of Applications using database management System

A mini project on ORACLE OR SQL SERVER by a team of two students /each to carry out following activities

- ❖ Application requirement definition
- ❖ Entity Relation ship model
- ❖ Creating table structures to cover entities
- ❖ Normalisation of the records & relationships
- ❖ Creation of sample data records
- ❖ Loading in database
- ❖ Sample queries using SQL
- ❖ Documentation of project

List of Typical Mini projects (Representative)

- ❖ Hotel room booking & front office management
- ❖ Railway reservation
- ❖ Bus reservation
- ❖ Airline Reservation
- ❖ Sales management of consumer products
- ❖ Library management
- ❖ Tourist assistance service
- ❖ Patients and services management in hospital
- ❖ Management of Placement center
- ❖ Examination system Management
- ❖ General Enquiry Services
- ❖ Front office management of Car dealers

Out of 50 IA marks 30 marks will be based on internal tests and 20 marks will be based on the completion of mini project evaluating the mini project report and conducting internal Viva voce

ENTERPRISE RESOURCE PLANNING

Sub Code: **10MBAIS333**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1

(6 Hours)

ERP as Integrated Management Information System, Evolution of ERP, Benefits of ERP. ERP vs Traditional Information Systems

MODULE 2

(6 Hours)

Business Process Reengineering- need and challenges, Management concerns about BPR. BPR to build business Model for ERP.

MODULE 3

(6 Hours)

ERP & Competitive advantage, Basic Constituents of ERP, Selection criteria for ERP Packages. Procurement process for ERP Package

MODULE 4

(8 Hours)

Overview of ERP packages – PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL, Survey of Indian ERP Packages regarding their Coverage, performance & cost

MODULE 5

(8 Hours)

ERP Implementation- issues, Role of Consultants, Vendors, Users, Need for training, customization. ERP implementation methodology and post implementation issues and options.

MODULE 6

(6 Hours)

Basics of Supply Chain Management – Order Management, Logistics. SCM – basic principles, tasks and competencies, interfaces and complexities

MODULE 7

(8 Hours)

Types of SCM, potential benefits of SCM, possible obstacles, Application systems supporting SCM – engineering, Product Data Management, Sales, Procurement, Production, MRP, Distribution.

MODULE 8

(8 Hours)

ERP Case Studies in HRM, FINANCE, PRODUCTION, PRODUCT DATABASE, MATERIALS, SALES & DISTRIBUTION

RECOMMENDED BOOKS:

1. Enterprise Resource Planning – Concepts and Practices by Vinod Kumar Garg & N K Venkatakrishna, PHI
2. Enterprise Resource Planning by S Sadagopan – PHI

3. Enterprise Resource Planning – Alexis Leon Tata McGraw Hill, 1/e, 2003

Assignments: (4 out of 5)

1. Advantages of ERP
2. Features of various modules of ERP
3. Parameters to evaluate ERP Packages
4. Comparison between different ERP packages
5. Demand potential for ERP (Survey Based)

Out of 50 IA marks 30 marks will be based on tests and 20 marks based on completion of 4 assignments.

E-COMMERCE

Sub Code: **10MBAIS334**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1

(7 Hours)

Introduction to E-Commerce-Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer

MODULE 2

(7 Hours)

Network Infrastructure – LAN, Ethernet (IEEE 802.3), WAN, Internet, TCP/IP reference model, Domain names, Internet Industry Structure, FTP applications, Electronic Mail, WWW.

MODULE 3

(5 Hours)

HTTP, Web Browsers, HTML, Simple exercises in HTML, Common Gateway Interface, Multimedia objects

MODULE 4

(8 Hours)

Securing Business on Network: Security Policy, Procedures and Practices, Site Security, Firewalls, Securing Web Service, Transaction Security, Cryptology, Cryptological Algorithms, Public Key algorithms, Authentication Protocols, Digital Signatures, Security protocols for Web Commerce

MODULE 5

(6 Hours)

Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems Information Directories and Search Engines

MODULE 6

(8 Hours)

Internet Advertising, Models of Internet advertising, Sponsoring Content, Corporate Website, Weaknesses in Internet advertising, Web Auctions.

MODULE 7

(7 Hours)

Launching Your E business- Marketing an E-Business, Search Engines and Directories, Public Relations, Consumer Communication, News Groups & Forums, Exchanging Links, Web Rings, E-Business Back end systems, Business Record Maintenance, Back up procedures and disaster Recovery plans

MODULE 8

(8 Hours)

Building a Corporate Website: Practical issues on servers and Application Software. Management issues related to Web Server Setup. Case Study discussion on a Corporate Web Site. E-Commerce legal issues and Cyber laws.

Laboratory Sessions in E-Commerce:

1. Simple exercises using HTML
2. Create a Web Site with minimum Details
3. List out the Web sites dealing with E-Commerce
4. Log on to Web Sites dealing with E- Commerce and list out the facilities available.
5. Log on to a trade web site and make a trial order for purchase of an item.

Assignments can be on live case studies in various facets of E-Commerce.

Out of 50 internal assessment marks 30 marks will be based on internal tests, 10 marks based on Laboratory Exercises and 10 marks based on Seminar and Assignments

RECOMMENDED BOOKS:

1. Electronic Commerce -Framework, technologies and Applications - Bharat Bhasker TMH Publications
2. World Wide Web Design with HTML : C Xavier
3. Creating a winning E-Business: Napier, Judd, Rivers, Wagner- Course Technology- Thomson Learning, 2001

REFERENCE BOOKS:

1. E-Commerce – Cutting Edge of Business- Kamlesh K Bajaj, Debjani Nag – Tata McGraw Hill, 1/e, 2003
2. Global Electronic Commerce- Theory and Case Studies J Christopher Westland, Theodore H K Clark- University Press
3. E-Commerce – an Indian perspective – P T Joseph – Prentice Hall, 2/e, 2005
4. E-Commerce concepts, Models, Strategies – C S V Moorthy – Himalaya Publications
5. Electronic Commerce – Gari P Schneider – Thomson Course Technology, 4/e, 2004
6. Strategic Management of e-Business Stephen Chen John Wiley & Co.

HUMAN RESOURCE AREA ORGANIZATION DESIGN & DEVELOPMENT

Sub Code: **10MBAHR341**

No. of Lecture Hours / Week: 04

Total no. of Lecture Hrs: 56

IA Marks: 50

Exam Hours: 3 Hours

Exam Marks: 100

ORGANIZATION DESIGN

MODULE 1

(6 Hours)

Organization: Nature & Scope – Definitions – overview of various components & structure, Evolution of Organization theory, Organizational Theories – images of Organization. Organizational Effectiveness – Definition – importance & approaches to organizational Effectiveness – the goal attainment approach – the system approach – the strategic approach

MODULE 2

(7 Hours)

Organization Design: Approaches to organizational design - Organizational designs for different excellences. - Competitive excellence - Institutionalized excellence - Rejuvenatory excellence - Missionary excellence - Versatile excellence - Creative excellence - External nurturance of organizational excellence : The role of super system in promoting excellence - The role of domain influencing institutions in promoting excellence- The role of the government in promoting organizational excellence

MODULE 3

(5 Hours)

Structural Dimensions of Organization design: Organization Design - Components of Organization Design - Dynamic Balance - Organization structure, dimension - division of labour, standardization, horizontal Differentiation, Advantages & disadvantages of Departmentalization; Vertical Differentiation, Span of Control, Centralization, Formalization, Implication of High Formalization, Flexibility.

MODULE 4

(10 Hours)

Contextual Dimensions & Structural Options: Contextual Factors, types of structure, Influence of: Environment, Strategy, Size & Technology and Power & Politics on Structure, Flat structure

RECOMMENDED BOOKS:

1. Understanding Organizations, Madhukar Shukla, PHI , 2005

2. Organization theory-David Jaffee, McGraw-Hill International

REFERENCE BOOKS:

1. Organization Structure, Design and applications: Stephen Robbins – Pearson, PHI, 3/e
2. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition
3. Organizational theory, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education
4. Organization theory-Mary Jo Hatch, 2nd Edition, Oxford University Press

ORGANIZATION DEVELOPMENT

MODULE 5

(10 Hours)

Foundations of Organizational Development: Conceptual frame work of OD, History of OD, First order and second order Change, Values, assumptions and believes in OD, characteristics of OD, Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied Behavioural science, Action research.

MODULE 6

(6 Hours)

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model, Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

MODULE 7

(6 Hours)

OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Human process interventions (individual, group and inter-group human relations): Individual based: coaching, counseling, training, Behavioural modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Group based: conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group based: Organization mirroring, third party peace making interventions, partnering

Techno structural (Structures, technologies, positions etc.) & Strategic interventions: Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

MODULE 8

(6 Hours)

The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future, OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

RECOMMENDED BOOKS:

1. Organization Development, Behavioural science interventions for Organization Improvement, Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra

REFERENCE BOOKS:

1. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
2. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
3. Organization Development, & Transformation, Managing Effective Change, Wendell L.French, Cecil H.Bell, Jr, TMH
4. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

LEGAL ENVIRONMENT & INDUSTRIAL LEGISLATIONS

Sub Code: **10MBAHR342**
No. of Lecture Hours / Week: 04
Total no. of Lecture Hrs: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

LEGAL ENVIRONMENT

MODULE 1 (10 hours)

Introduction: Background of Industrial Relations - understanding or appreciating Industrial legislations/employee relation, approaches to Industrial relations, forms of industrial relations, theories of industrial relations; Changing profiles of major shareholders of industrial relations in India - Trade Unions, Employers Associations and role of state in IR.

MODULE 2 (10 Hours)

Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining collective bargaining process, prerequisites for collective bargaining, trends and conclusions, Techniques of negotiation, Workers Participation in Management.

MODULE 3 (6 Hours)

Trade Unions: Meaning, Historical perspective of trade union movement in India, functions of trade unions, objectives of important trade unions, union structure, problems of trade unions, measures to strengthen trade union movement in India, Rights and responsibilities, paradigm shift in Trade Union Environment in India.

MODULE 4 (10 Hours)

Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure. Discipline - Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry.

Industrial Conflicts: Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts and settlement of Industrial conflicts.

RECOMMENDED BOOKS:

1. Industrial Relations – Emerging Paradigms – B D Singh, Excel Books
2. Arun Monappa - Industrial Relations, Tata McGraw Hill Publishing Company Ltd.le, 2002.

REFERENCE BOOKS:

1. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
2. R S Davar - Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai, 1e, 2005
3. Myers, A Charles and Karnnappan S - Industrial Relations in India, Asia Publication House, Mumbai
4. Industrial Relations-Venkata Ratnam, Oxford University Press

INDUSTRIAL LEGISLATIONS

(20 hours)

An overview of the following labour enactments covering the definitions, applicability, provisions, registers and returns; penalties.

- Factories Act 1948,
- Industrial Disputes Act, 1947,
- Trade Union Act, 1926,
- Payment of Wages Act, 1936,
- Employees' State Insurance (ESI) Act, 1948,
- Employees' Provident Fund and Miscellaneous Provisions Act 1952;
- Payment of Gratuity Act 1972,
- Payment of Bonus Act, 1965.

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

RECOMMENDED BOOKS:

1. Labour Laws for Managers, BD Singh, Excel Books
2. Industrial Relations and Labour laws, 5th Edition, SC Srivatava, Vikas Publications

REFERENCE BOOKS:

1. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
2. Bare acts

PERFORMANCE MANGEMENT & COMPETENCY MAPPING

Sub Code: 10MBAHR343

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

PERFORMANCE MANAGEMENT

MODULE 1

(8 Hours)

Introduction: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning.

MODULE 2

(10 hours)

Performance appraisal system implementation: Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach.

Measuring results and behaviours, gathering performance information, implementing performance management system.

Conducting Staff Appraisals: Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions.

MODULE 3

(5 Hours)

Performance management & employee development: Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy,.

MODULE 4

(5 Hours)

Performance Consulting: Concept, the need for performance consulting, role of the performance consulting, designing and using performance relationship maps, contracting for performance consulting services, organizing performance improvement department.

RECOMMENDED BOOKS:

1. Performance Management, Herman Aguinis, Pearson Education, 2007.
2. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill

REFERENCE BOOKS:

1. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books
2. 360 degree feedback & assessment & development Centres, Volume I, II and III, TV Rao,Et all, Excel Books
3. Performance Management, Dixit Varsha, Ist edition, Vrinda Pubilcations Ltd.

COMPETENCY MAPPING

MODULE 5 (6 Hours)

Competency method in Human Resource Management- Features of competency methods, historical development, definitions, approaches to mapping and case studies in competency mapping.

MODULE 6 (8 Hours)

Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.

MODULE 7 (8 Hours)

Methods of data collection for mapping.-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview

MODULE 8 (6 Hours)

Developing competency models from raw data- data recording, analysing the data, content analysis of verbal expression, validating the competency models

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

RECOMMENDED BOOKS:

1. Competency Based HRM, Ganesh Shermon, TMH, 1st Edition, 2004
2. A handbook of Competency mapping – Seema Sangvi, Response Books, 2004

REFERENCE BOOKS:

1. Competence at work (1993) by Lyle M. Spencer, Signe M. Spencer. John Wiley and Sons Inc
2. 360 Degree feedback, Competency Mapping and assessment Centers, Radha R Sharma, Tata Mc-Graw Hill

PERSONAL GROWTH & INTERPERSONAL EFFECTIVENESS

Sub Code: **10MBAHR344**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1 (5 Hours)

Personal growth - Meaning and concepts, Self-awareness and self-esteem, Life Roles, Social roles and Organizational roles. Nature and scope of personal growth.

MODULE 2 (6 Hours)

Feeling, thinking and behaviours, Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, Emotional intelligence-

MODULE 3 (8 Hours)

Pedagogy and Androgogy. Adult Learning Process; learning styles and its relatedness to personality development

MODULE 4 (6 Hours)

Attitudes, beliefs, Values and their impact on behaviour. Personal change- meaning, nature and requisites. Social adjustments and habit formation. Habits of personal effectiveness. Seven habits of highly effective people.

MODULE 5 (8 Hours)

Basic functions of mind- Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Neuro Linguistic Programming

MODULE 6

(6 Hours)

Interpersonal relations and personal growth. Interpersonal needs, motivation and behaviour- FIRO-B and Johari Window. Defense Mechanism in groups

MODULE 7

(7 Hours)

Transactional Analysis- Ego states, types of transactions and time structuring. Life position, scripts and games

MODULE 8

(10 Hours)

Experience learning methodologies-T-group, sensitivity training, encounter groups and human process labs (students may go through three days personal growth lab for experiential learning)

RECOMMENDED BOOKS:

1. Organizational Behaviour - Human Behavior at work – by John.W.Newstrom and Keith Davis Tata McGraw Hill, 11/e, 2003
2. Human Relations in organizations. Robert N. Lussier, 6th edition, Mc-Graw Hill Education
3. Development Management Skills, Whetten & Cameron, 7th Ed. Pearson, PHI.

REFERENCE BOOKS:

1. Understanding OB – Udai Parek, Oxford University Press.
2. Theories of Personality – Calvin S Hall Et Al, Wiley Publication
3. Seven Habits of Highly Effective People, Stephen R Covey, Simon & Schuster
4. Training in Interpersonal Skills – tips for managing People at work, Stephen Robbins, Et al, Pearson, PHI.

PRODUCTION AREA

MATERIALS MANAGEMENT

Sub Code: **10MBAPM351**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1

(14 Hours)

Introduction – scope of materials management – primary and secondary objectives – integrated materials management – relation with other functional areas of organization.

Organizing for materials management – basis for forming organizations – conventional and modern approaches to organizing materials management

MODULE 2

(5 Hours)

Materials identification – classifying of materials – codification of materials – standardization – simplification and variety reduction of materials

MODULE 3

(5 Hours)

Inventory control – techniques – FSN, VED, ABC – working capital management with reference to inventory

MODULE 4

(6 Hours)

Management of stores – location – different types of stores – methods of storing – safety and security of materials – stores equipment – materials handling equipment – factors affecting materials handling

MODULE 5

(6 Hours)

Stores issues and receipts – procedures – forms and policies in stores transactions – stores accounting – stores organization – materials safety and security

MODULE 6

(6 Hours)

Management of surplus obsolete and scrap materials – reasons for accumulation of surplus obsolete and scrap materials – methods of disposal – regulations and procedures

MODULE 7

(8 Hours)

Purchasing – planning purchasing materials – norms of vendor rating – CEI methodology, Japanese industry – selection and development – purchasing procedures and methods – legal aspects – insurance of materials – supply management – sources of supply – out sourcing

MODULE 8

(6 Hours)

Sub contracting – reasons for subcontracting – criteria for selecting sub contractors – rating – factors affecting subcontract rate fixing – internal and external subcontract

RECOMMENDED BOOKS:

Integrated materials management-A. K. Datta-PHI
Purchasing and Supply Management-Dobbler, Burt D.N-TMI,7/e, 2004

REFERENCE BOOKS:

1. Materials Management – P Gopalakrishnan – PHI, 2002
2. Purchasing And Materials Management – Leenders Fearon – Universal Book Stall
3. Purchasing And Inventory Control – K S Menon – Wheeler Publishers
4. Materials Management – Varma M M – Sultan Chand And Sons

ADVANCED PRODUCTION AND OPERATIONS MANAGEMENT

Sub Code: **10MBAPM352**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1

(4 Hours)

Linking organizational objectives to production and operations objectives – development of production and operations strategies

MODULE 2

(4 Hours)

Basic manufacturing processes used in engineering and non engineering industries – metal working – metallurgical – chemicals – fertilizers – textiles – power generation and distribution

MODULE 3

(8 Hours)

Need for product design and re design – designing for customer – designing a standard product for manufacturing and assembly – types of processes – process flow structures – specific equipment selection – process analysis – product design and process selection in services – product process matrix for services

MODULE 4

(8 Hours)

Process of product development – idea generation – prototype building – provisional design – producibility studies – commercialization – design of facilities – advanced models in facility planning – assembly line balancing – developing group technology layout – systematic layout planning – problems

MODULE 5**(8 Hours)**

Just in time production systems – the Japanese approach for elimination of waste – JIT implementation requirements – JIT in services – equipment selection – reasons for selection methods – financial and non financial – financial methods – ROI, ICCR – PCQ rating methods – MAPI methods

MODULE 6**(8 Hours)**

Job design and work measurement – job design decisions – approaches to job design – work measurement – standards – learning curves and its applications – value analysis – value engineering concepts to be incorporated

MODULE 7**(8 Hours)**

Aggregate planning – aggregate units of production – overview of aggregate planning problem – costs in aggregate planning – chase demand strategy – level of production strategy – mixed strategies – mathematical models – linear decision rule – problems

MODULE 8**(8 Hours)**

MRP systems – Master production schedule – MRP concepts – terminology – MRP II – embedding JIT into MRP – advanced MRP systems – simple problems

RECOMMENDED BOOKS:

1. Production And Operations Management – Chase, Aquilano, Jacobs – TMH, 10/e, 2004
2. Production And Operations Management – James Dilworth –Pearson International

REFERENCE BOOKS:

1. Production And Operations Management – Rogerto Russel, Taylor – Prentice Hall, 4/e
2. Operations Management – Heizer
3. Production And Operations Analysis – Steven Nahmias – Mcgraw Hill, 5/e, 2005
4. Production And Operations Management –Russel Radford – Mcgraw Hill International

TECHNOLOGY MANAGEMENT

Sub Code: **10MBAPM353**
No. of Lecture Hours / Week: 04
Total no. of Lecture Hrs: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

MODULE 1 (7 Hours)

Technology management – introduction – definitions – concepts – main technologies and their characteristics

MODULE 2 (7 Hours)

Technology development and acquisition – forecasting – generation and development

MODULE 3 (7 Hours)

Technology absorption and diffusion – absorption – assessment – evaluation – diffusion

MODULE 4 (4Hours)

Selection and implementation of new technologies – automation decisions

MODULE 5 (5 Hours)

strategic decision models – project management in adoption and implementation of new technologies – strategic cost analysis

MODULE 6 (9 Hours)

Managing new generation technologies – commercializing new and innovative technologies – invention – innovation – intellectual property rights

MODULE 7 (8 Hours)

Knowledge based techniques – role of artificial intelligence techniques – knowledge management techniques for technology management

MODULE 8 (9 Hours)

Competitive advantages through new technologies – product development – from scientific breakthrough to marketable product – mechanism for technology transfer and acquisitions

RECOMMENDED BOOKS:

1. Management of New Technologies For Global Competitiveness – Christian N Madu – Jaico Publishing House
2. Handbook of Technology Management – Gaynor – McGraw Hill

REFERENCE BOOKS:

1. Technological Systems And Development – James – Allied Publishers
2. Technology Transfer – Nell Sullivan – Cambridge University
3. Management Of Technology Change – Rao A S – Global Business Press
4. Banking New Technology -in Marketing -Nichlos

ADVANCED PRODUCTION PLANNING AND CONTROL

Sub Code: **10MBAPM354**
No. of Lecture Hours / Week: 04
Total no. of Lecture Hrs: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

MODULE 1 (7 Hours)

Forecasting – definitions – methods – characteristics of forecasting problems – subjective forecasting methods

MODULE 2 (8 Hours)

Objective forecasting methods – time series analysis – simple and moving averages – exponential smoothing methods – correction for trend – linear and non linear regression techniques – analysis of seasonal demand – seasonal demand with growth pattern – problems

MODULE 3 (12 Hours)

Inventory control with known demand – inventory costs

MODULE 4

EOQ models – quantity discount models – instantaneous and gradual – supply and demand cases – problems

MODULE 5 (12 Hours)

Operations scheduling – production scheduling – job shop scheduling problems – sequencing problems – scheduling tools and techniques – problems

MODULE 6 (10 Hours)

Supply chain management – make or buy decisions – JIT purchasing –

MODULE 7

Global sourcing – information flow – problems

MODULE 8 (7 Hours)

Synchronous manufacturing and theory of constraints – performance measurement – capacity constraints – implementing a synchronous operations system

RECOMMENDED BOOKS:

1. **Production And Operations Management** – Chase, Aquilano, Jacobs – TMH, 10/e , 2004
2. **Production And Operations Management** – James Dilworth – McGraw Hill International

REFERENCE BOOKS:

1. **Production And Operations Management** – Rogerto Russel, Taylor – Prentice Hall, 4/e
2. **Production And Operations Management** – Roger Schmenner – Prentice Hall
3. **Production And Operations Analysis** – Steven Nahmias – McGraw Hill, 5/e, 2005

INTERNATIONAL BUSINESS AREA

INTERNATIONAL BUSINESS ENVIRONMENT

Sub Code: **10MBAIB361**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1 (7 Hours)

An Overview of International Business Environment – Economic environment – political and regulatory environment – demographic environment – social, cultural and technological environment

MODULE 2 (7 Hours)

International Economic Environment – Regional integration and trade blocks – Types of integration – theory of customs union, European union – regional groupings – integration of developing countries – SAARC, SAPTA, international commodity agreements – quota agreements – Cartels – Bi-lateral & Multi lateral contracts – Economic institutions – International Monetary Funds (IMF) – World Bank, Asian Development Bank, UNCTAD, UNIDO, International Trade Centre, WTO, GATT, GATS, TRIM, TRIPS.

MODULE 3 (7 Hours)

International Trade and Investment Theory - Historical developments of Modern Trade theory – Investment theories – Theory of capital movements – Market imperfections – Internationalisation – Appropriability – Location specific advantage – eclectic.

MODULE 4 (7 Hours)

International Trade and Payments:

Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence – balance of payments – trade and BOP of India. Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making.

MODULE 5 (7 Hours)

International Investment : Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global.

MODULE 6 (8 Hours)

Multi National Corporation : Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness.

International Operations – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy – International negotiations – international asset protection – Protection of IPRs.

MODULE 7 (5 Hours)

International Monetary System and Foreign Exchange Marketing: The Pre-Bretton Wood's period, Break down of Bretton Wood system and emergence of EMS, EU and EURO.

MODULE 8 (8 Hours)

Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, **Cases**.

RECOMMENDED BOOKS:

1. The International Business Environment by Anant K. Sundaram / J. Stewart Black-Prentice Hall
2. International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10th ed, 2004

REFERENCE BOOKS:

1. International Management Managing Across Borders and Cultures Fourth Edition by Helen Deresky – PHI
2. Dynamics of successful International Business Negotiations by Robert T. Moran, William G. Stripp – JAICO
3. The International Environment of Business by Gerald M. Meier – Oxford press, 2006

INTERNATIONAL ACCOUNTING

Sub Code: **10MBAIB362**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1 (5 Hours)

Introduction – Causes of international differences – some major differences in financial reporting

MODULE 2 (6 Hours)

International classification of financial reporting – international harmonization of accounting – the requirements of international accounting standards

MODULE 3 (9 Hours)

Financial reporting in USA, UK, Australia and France

MODULE 4 (9 Hours)

Financial reporting in Germany, Netherlands, Japan and Third world countries with special emphasis on legal issues, accounting standards and consolidation of accounts

MODULE 5 (9 Hours)

Issues in International accounting – Consolidation – foreign currency translation – segmental reporting – foreign exchange risk management

MODULE 6**(7 Hours)**

Harmonization in Financial reporting – Standardization and Harmonization – role of international accounting bodies (IASB) in harmonization

MODULE 7**(7 Hours)**

Multinational Transfer Pricing – Objectives of transfer pricing – selecting a transfer price – internal revenue code and transfer pricing

MODULE 8**(4 Hours)**

Ethical issues in international accounting – Incidence and implications of window dressing (cases)

RECOMMENDED BOOKS:

1. Timothy Douplik, Hector Perera, International Accounting, Mc Graw Hill International, 2007
2. Christopher Nobes & R H Parker – Comparative International Accounting, 7/e –Pearson/PHI

REFERENCE BOOKS:

1. Frederick D S Choi – International Finance & Accounting Hand book – John Wiley
2. James A Schweikart – International Accounting: A Case Approach – McGraw Hill
3. Kwabena Anyane-Ntow – International Handbook of Accounting Education and Certification – Pergamon Publishers
4. Paul E Holt – International Accounting, 6/e – Dame Publications

EXPORT MANAGEMENTSub Code: **10MBAIB363**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(6 Hours)**

Foreign Trade and its significance- Trends in Foreign Trade of India. Foreign Trade Policy. EXIM Policy. Trade and BOP of India.

MODULE 2**(10 Hours)**

Institutional infrastructure for Exports. Institutions for financing exports- EXIM Bank. ECGC. Other types of support-packing, marketing etc. Commodity Boards. Export Promotion Councils. IIFT.IIP Federation of Indian Export Organisation. Indian Council of Arbitration. Export Development Authority. Agricultural and Processed Foods Export Development Authority. ITPOs. STCs. Advisory Boards.

MODULE 3**(6 Hours)**

Export Promotion – Duty Drawback- Eligibility, Conditions, Types. Special Economic Zones. EPZ/EOU

MODULE 4**(6 Hours)**

The Customs Act,1962.Definitions. Appointment of Customs Port. Air Port. Warehousing Stations.

MODULE 5**(10 Hrs)**

Notified and Specified Goods. Prohibition on Importation and Exportation of Goods. Levy of and Exemption from Customs Duties. Preparation of Invoices. Advance Rulings. Surveillance on Conveyances. Clearance of Goods. Goods in Transit. Warehousing. Baggage, Postal Parcels and Stores. Coastal Goods.

MODULE 6**(6 Hours)**

Searches. Seizures and Arrest. Confiscation of Goods and Conveyances etc. Settlement Commission. Appeal and Revision. Miscellaneous.

MODULE 7**(6 Hours)**

Export Procedure and Documentation.—Registration, Pre-shipment, Shipment, Post -shipment, Pre-shipment Inspection. Claiming Exemption. Excise Clearance. Shipping and Customs Formalities. Marine Insurance. Import – Pre-import procedure. Legal Documentation of Import Procedure. Retirement of Import Documents. Customs Clearance.

MODULE 8**(6 Hours)**

Customs Valuation.(Determination of Price of Imported Goods) Rules 1998. Customs and Central Excise (Drawback) Rules 1995. The Baggage Rules 1995. The Customs Tariff Act, 1975. Classification- Interpretive Rules. Import-Export Tariff Structure. Classification- Judicial Principles.

RECOMMENDED BOOKS:

1. International Trade and Export Management.- Francis Cherunilam. HPH, 2004
2. Export Marketing-Rathpr and Rathor- HPH

REFERENCES BOOKS:

1. Indirect Taxes- V.S. Datey. Taxmann
2. Export Management-D.C. Kapoor- Vikas
3. Indirect Taxes Made Easy-Prof. N.S. Govindan. C.Sitaram & Co Pvt Ltd.

INTERNATIONAL BUSINESS COMMUNICATIONSub Code: **10MBAIB364**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

PART – A**MODULE 1****(7 Hours)**

Introduction to International business communication: Languages in business communication, universal systems, contrasting cultural values, cultural shock, language and business communication.

MODULE 2**(8 Hours)**

Issues of environment and technology in business organization

MODULE 3**(7 Hours)**

Oral and non-verbal communication, written communication pattern, global etiquette, business and social customs, non verbal communications.

MODULE 4**(4 Hours)**

Inter-cultural negotiation process, intercultural negotiation strategies.

PART – B**INFORMATION TECHNOLOGY IN GLOBAL BUSINESS****MODULE 5****(7 Hours)**

Basis of IT: Information age – Information system; Infrastructure and Architecture – IT support for organizations – Types of Information systems – Basic of computer hardware and software for IT infrastructure – Introduction to world wide web – Internet applications of commerce. Computer database technology and telecommunication networks – Different categories of Information system –

Roles in different management levels in organizations – Organizational and Managerial support systems – Planning, developing.

MODULE 6 (7 Hours)

Applications of IT: Information system – GIS EDI, EDI application in Business – EDI & E-Commerce – Implementation and EFT-Extranets – Implementation – Data, Knowledge and decision support – Decision making and support systems.

MODULE 7 (8 Hours)

E-Commerce: Definition – Business applications – Market research and customer support infrastructure, payments and other support-E-business-E-markets-E-payments-Enterprise application integration-ERP-CRM-B2B-B2C – Consumer Oriented E-Com-Network, infrastructure for E-Com.

MODULE 8 (8 Hours)

Tools for Managers: Managing information system experience and Using Information technology for management tasks – Updating knowledge day-to-day in business – Data warehousing – Data Mining (DM) and knowledge data discovery – Document Management – Digital Libraries – DM techniques and data visualization.

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

RECOMMENDED BOOKS:

1. Lillian H Chaney, Jeanette S Martin – Intercultural Business Communication – PHI
2. Leo Jones, Richard Alexander, New International Business English, Cambridge University Press, Singapore, 2006

REFERENCE BOOKS:

1. Victor – International Business Communication – PHI
2. John Mattock – Cross Cultural Communication – Essential Guide to International Business – Kogan Page
3. Herbert W Hilderbrandt – Effective Business Communication, MacGraw Hill, 7/e, 1997
4. Axel Satzger, Gina Poncini – International Perspective on Business Communication: From Past Approaches to Future Trends, Peter Lang Publications Inc., 2003

BANKING & FINANCE AREA

PRINCIPLES AND PRACTICE OF BANKING AND INSURANCE

Sub Code: **10MBABF371**
No. of Lecture Hours / Week: 04
Total no. of Lecture Hrs: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

MODULE 1 (6 Hours)

Banking system and structure in India- Types of banks in operation – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act

MODULE 2 (9 Hours)

The terms banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation– Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters

MODULE 3 (4 Hours)

Customers' accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims

MODULE 4 (6 Hours)

Banking Technology- Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – EFD – RTGS

MODULE 5 (4 Hours)

International banking – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees

MODULE 6 (6 Hours)

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment.

MODULE 7 (9 Hours)

Introduction to Insurance – Elements of Insurance Risk – Players in Life and Non-Life Insurance sector – Insurance documents – Role and responsibilities IRDA – Provisions of Insurance Act 1938 – Insurance Ombudsman.

MODULE 8 (12 Hours)

Types of Insurance – Life Insurance and General Insurance Products including unit linked plans – Re-Insurance – Nature of Re-Insurance risk – Legal framework of life and general insurance

Bancassurance- concepts – critical issues – functional aspects – Indian Scenario – Future Prospects –Insurance Accounting – Financial Analysis and valuations- Solvency and performance measures.

RECOMMENDED BOOKS:

1. Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi
2. IIBF. "Principles of Banking" Macmillan, New Delhi.

REFERENCE BOOKS:

1. Mithani and Gordon. "Banking and Financial Systems", Himalaya Publishing House, Mumbai.
2. Sunderaram and Varshney. "Banking Theory, Law and practice" Sultan Chand & Sons, New Delhi.
3. Prasad K, Nirmala, J Chandradas. "Banking and Financial System" Himalaya Publishing House, Mumbai.
4. Jha, S M. "Service Marketing" Himalaya Publishing House, New Delhi.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Sub Code	:10MBAFM322/ 10MBA BF 372	IA Marks	: 50
No. of Lecture Hrs / week	: 04	Exam Hours	: 3 Hours
Total no. of Lecture Hrs	: 56	Exam Marks	: 100

MODULE 1 (04 Hours)

Introduction: Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments

MODULE 2 (05 Hours)

Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE.. Stock markets guidelines on primary & secondary markets.

MODULE 3 (10 Hours)

Valuation of securities – bond and fixed income instruments valuation -bond pricing theorems, duration of bond and immunisation of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalisation & CAPM).

MODULE 4**(07 Hours)**

Analysis of risk & return,-concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis

MODULE 5**(9 Hours)**

Fundamental & Technical Analysis of equity stock. Concept of intrinsic value. Objectives and beliefs of fundamental analysts. Economy-Industry-Company framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks.

MODULE 6**(07 Hours)**

Behaviour of stock market prices – The market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management. Asset pricing theories, CAPM & Arbitrage pricing theories.

MODULE 7**(07 Hours)**

Modern portfolio theory – Asset allocation decision. Dominant & Efficient portfolio – simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification.

MODULE 8**(07 Hours)**

Portfolio performance evaluation – Sharp & Treynor & Jensen's measure. Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds- types, performance evaluation of mutual funds, functions of Asset Management Companies.

RECOMMENDED BOOKS

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 2005
2. Investments – Zvi Bodie, & Mohanty – TMH – 6th Edition, 2005
3. Investment Management – VK Bhalla (S.Chand & Co)
4. Security Analysis & Portfolio Management, S.Bhat, Excel Books.

REFERENCE BOOKS

1. Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
2. Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI.
3. Investment science – David G.Luenberger. Oxford.
4. Alexander, Sharpe, Bailey – Fundamentals of Investment – Pearson / PHI, 3/e, 2001
5. Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
6. Portfolio Management –S. Kevin – Prentice Hall India.
7. Reilley & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning, 7/e, 2004
8. Ranganathan & Madhumathi – Investment Analysis & Portfolio Mgmt. – Pearson, PHI.
9. V A Avadhani – Securities Analysis & Portfolio Mgmt. – HPH
10. Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2005
11. Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e

BANKING AND INSURANCE PRODUCTSSub Code: **10MBABF373**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(5 Hours)**

Deposit Products – Savings Bank – current Account – Demand deposits – Term Deposits – Concepts of low cost deposits – Certificate of deposit – Bulk deposit.

MODULE 2**(7 Hours)**

Remittance Products: Demand draft – Travellers Cheques – Gift Cheque – Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS

MODULE 3**(9 Hours)**

IT Products: MICR Cheques – Channel Banking – Core Banking – Internet Banking – Mobile Banking – ATMS – Debit card – Credit card – RTGS – EFD.

MODULE 4**(9 Hours)**

Loan Products: Short term loans- Long term loans – Consumer loans- Education loans – Housing loans – Business loans – Farm loans- Kisan Credit cards – Corporate loans – Syndication – Micro Finance.

MODULE 5**(9 Hours)**

Life Insurance Products: Elements of Life Insurance – Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Other types.

MODULE 6**(5 Hours)**

Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy – Child welfare policy on.

MODULE 7**(6 Hours)**

Rural Insurance & Social Insurance: Various rural Insurance Policies – Project Insurance – Social Insurance – Old age, survivors and disability insurance – Types of benefits – unemployment insurance – workers compensation.

Motor Vehicles Insurance: Need – Types – Factors to be considered for premium fixing

MODULE 8**(6 Hours)**

Miscellaneous Products: Burglary – Jeweller's Block Insurance – Baggage Insurance – Banker's Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

RECOMMENDED BOOKS:

1. Gupta, P K "Fundamentals of Insurance." Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Horord D Shipper. "Life & Health Insurance" Pearson Education, New Delhi.
3. Ganguly, Anand. "Insurance Mangement" New Age International, New Delhi.

MERCHANT BANKING & FINANCIAL SERVICESSub Code: **10MBABF374**

IA Marks: 50

10MBAFM324

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(8 Hours)**

Bank and Banking -Permissible banking activities-Types of banks in India-Role of RBI as a regulator- Banker and customer- Types of relationship between bank and customer –Bank's obligation to customers - Types of accounts and customers- Types of lending-charging of securities - Banks and technology- Various IT products and services- International banking services

MODULE 2**(6 Hours)**

Insurance service- Need and importance Life and non life insurance- Players in life and non life insurance- Essentials of insurance contracts- Risk appraisal and selection- Life and non life insurance products including unit linked plans

MODULE 3**(8 Hours)**

Merchant Banking- SEBI guidelines for merchant bankers – Issue Management – Equity issues – Rights issues – Debenture issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from

International markets: ADRs, GDRs , ECB etc.

MODULE 4 (8 Hours)

Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing – Hire Purchasing- Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.

MODULE 5 (4 Hours)

Credit rating and Securitization of debts - Definition and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies –Rating symbols of different companies Securitization of debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization

MODULE 6 (7 Hours)

Depository Service and Mutual funds: - Depository services- Role of depositories and their services— Advantages of depository system -NSDL and CDSL- Depository participants and their role- Stock Broking Services including SEBI guidelines - Mutual Funds – Structure of Mutual Funds- Types Mutual Funds – Advantages of mutual funds - Exchange Traded Funds – Hedge funds- Regulations on mutual funds – Accounting aspects – Performance Evaluation.

MODULE 7 (10 Hours)

Money Market Instruments – Treasury Bill – Commercial bill – Commercial paper – Certificate of deposit – REPO/Reverse REPO – Call money- Notice money – Term money – Credit card – Bill discounting – Factoring – Forfaiting – Consumer finance – Reverse mortgage service

MODULE 8 (5 Hours)

Marketing of Financial Services – Conceptual framework – Distribution – Pricing – Promotion – Attracting & retaining customers – Segmentation – Positioning – Development and launching of new products – Behavioural profile of customers.

RECOMMENDED BOOKS:

1. Financial Services - M. Y. Khan – TMH
2. Indian Financial System - M. Y. Khan – TMH

REFERENCE BOOKS:

1. Merchant Banking Principles and Practice : H. R. Machiraju - New Age International
2. Financial Institutions and Markets L. M. Bhole – TMH
3. Financial Markets & Institutions - S.G. Guruswamy - Thomson Learning
4. Services Marketing --S. M. Jha – HPH

SCHEME OF TEACHING AND EXAMINATION

MASTER OF BUSINESS ADMINISTRATION

IV SEMESTER

Subject Code	Name of the Subject	Teaching hours/week		Duration of Exam in Hours	Marks For		Total Marks
		Lecture	Practical / Field Work / Assignment		I.A.	Exam.	
10MBA41	Change and Knowledge Management	4	-	3	50	100	150
10MBA42	Entrepreneurial Development	4	-	3	50	100	150
10MBA43	Supply Chain Management	4	-	3	50	100	150
	ELECTIVE I	4	-	3	50	100	150
	ELECTIVE 2	4	-	3	50	100	150
	ELECTIVE 3	4	-	3	50	100	150
	ELECTIVE 4	4	-	3	50	100	150
10MBA48	Project Work	--	--	--	50	100	150
Total		28	-	21	400	800	1200

IV SEMESTER ELECTIVES

MARKETING AREA RESOURCE AREA

FINANCE AREA

INFORMATION SYSTEM AREA

HUMAN

Sub Code	Subject		Sub Code	Subject		Sub Code	Subject		Sub Code	Subject
10MBA MM415	Rural Marketing		10MBA FM425	Project Appraisal Planning & Control		10MBA IS435	Multimedia Applications Programming Using VB		10MBA HR445/ 10MBA IB465	International Human Resource Management
10MBA MM416	Strategic Brand Management		10MBA FM426/ 10MBA IB466 10MBA BF476	International Financial Management		10MBA IS436	Computer Networks & Internet		10MBA HR446	Recruitment, Selection & Compensation Management
10MBA MM417	Integrated Marketing Communications		10MBA FM427	Risk Management		10MBA IS437	Computer Modeling & Decision Support Systems		10MBA HR447	Learning & Development
10MBA MM418/ 10MBA IB468	International Marketing Management		10MBA FM428	Tax Management		10MBA IS438	Software Engineering & Management		10MBA HR448	Organisational Leadership

IV SEMESTER ELECTIVES (contd.)

PRODUCTION AREA FINANCE

INTERNATIONAL BUSINESS

BANKING &

Sub Code	Subject		Sub Code	Subject		Sub Code	Subject
10MBA M455	Project Management		10MBAIB465 10MBAHR445	International Human Resource Management		10MBABF475	Treasury & Risk Management
10MBA M456	World Class Manufacturing		10MBAIB466/ 10MBAFM426 10MBABF476	International Financial Management		10MBABF476 10MBAFM426/ 10MBAIB466	International Financial Management
10MBA M457	Maintenance Management		10MBAIB467	Global Strategic Management		10MBABF477	Legal Aspects of Banking & Insurance
10MBA M458	Productivity Techniques		10MBAIB468/ 10MBAMM418	International Marketing Management		10MBABF478	Strategic Credit Management

IV SEMESTER

CHANGE & KNOWLEDGE MANAGEMENT

Sub Code: **10MBA41**

No. of Lecture Hours / Week: 04

Total no. of Lecture Hrs: 56

IA Marks: 50

Exam Hours: 3 Hours

Exam Marks: 100

MANAGING CHANGE

MODULE 1

(8 Hours)

Change: Introduction, meaning, need, implications.

Personal Change: Meaning, understanding personal change, and personal change process, components of personal change: Self awareness, self analysis, self efficacy, self esteem, organizational roles - making organizational roles effective and role efficacy, Importance.

MODULE 2

(10 Hours)

Organizational Change: Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewis, Systems, 7 Stage and Contemporary Activities Research, Managerial approaches for implementing change, perspectives on change, understanding the change process, Change management: leading the change process, facilitating change, dealing with individual and group resistances, intervention strategies, develop learning Organization.

MODULE 3

(6 Hours)

Organizational Culture & Change: Corporate Culture, types of culture, importance, nature, formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change – transglobal & cross cultural contents, researches on cultural differences in Organizations, Organizational Culture & leadership, emerging trends in Organizational culture.

MODULE 4

(4 Hours)

Creativity & Innovation: meaning, need, components of creativity & innovation, Organizational Constraints, Organizational environment for Creativity & Innovation,

RECOMMENDED BOOKS:

1. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
2. Management of Organizational Change – K Harigopal – Response Books, 2001

REFERENCE BOOKS:

1. Change Management, concepts and applications, Radha R. Sharma, TMH
2. Managing Organizational Change - V Nilkant, S Ramnarayan Response Books 2004.
3. Managing organizational change, Palmer, Dunford, Akin, Tata Mc-Graw Hill edition
4. Organization Change and Development, Kavith Singh, Excel Books

KNOWLEDGE MANAGEMENT

MODULE 5

(06 Hours)

Introduction: Definition, evolution, need, drivers, scope, approaches in Organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

MODULE 6

(10 Hours)

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, - Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization.

MODULE 7**(8 Hours)**

Knowledge management system life cycle, managing knowledge workers, knowledge audit, and knowledge management practices in organizations, few case studies.

MODULE 8**(4 Hours)**

Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

RECOMMENDED BOOKS:

1. Knowledge Management – a resource book – A Thohothathri Raman, Excel, 2004.
2. Knowledge Management- Elias M. Awad Hasan M. Ghazri, Pearson Education

REFERENCE BOOKS:

1. The KM Toolkit – Orchestrating IT, Strategy & Knowledge Platforms, Amrit Tiwana, Pearson, PHI, 2nd Edition.
2. The Fifth Discipline Field Book – Strategies & Tools For Building A learning Organization – Peter Senge Et Al. – Nicholas Brealey – 1994
3. Knowledge Management – Sudhir Warier, Vikas publications
4. Leading with Knowledge, Madanmohan Rao, Tata Mc-Graw Hill.

ENTREPRENEURSHIP DEVELOPMENTSub Code: **10MBA42**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(8 Hours)**

Entrepreneur: Meaning of Entrepreneur; Evolution of the Concept; Functions of an Entrepreneur, Types of entrepreneur, Intrapreneur – an emerging class, Concept of Entrepreneurship-Evolution of Entrepreneurship; Development of Entrepreneurship; The entrepreneurial Culture; Stages in entrepreneurial process.

MODULE 2**(6 Hours)**

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities.

Creative problem solving: Heuristics, Brainstorming, Synectics, Value Analysis

Innovation and Entrepreneurship: Profits and Innovation, Globalization, Modules of Innovation, Sources and Transfer of Innovation, Why Innovate, What Innovation, How to Innovate, Who Innovates.

MODULE 3**(14 Hours)****Business Planning Process**

Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organizational plan, financial plan, Final project report with feasibility study, preparing a model project report for starting a new venture.

MODULE 4**(6 Hours)****Institutions supporting entrepreneurs**

Small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC, Single window, Latest Industrial policy of Government of India

MODULE 5**(6 Hours)****Family Business**

Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business, Improving family business performance

MODULE 6**(8 Hours)**

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development, Entrepreneurship entry into international business, exporting, Direct foreign investment, barriers to international trade.

MODULE 7**(4 Hours)**

Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists.

MODULE 8**(4 Hours)**

Managing growth: Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers

RECOMMENDED BOOKS:

1. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise, Pearson Education, 2007
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6th Edition, The McGraw-Hill Companies, 2007

REFERENCE BOOKS:

1. Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra, 2007
2. Vasant Desai, Entrepreneurial Development and Management, Himalaya Publishing House, 2007
3. Maddhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, 2006
4. Kurakto, Entrepreneurship-Principles and practices, 7th Edition, 2007, Thomson publication

SUPPLY CHAIN MANAGEMENTSub Code: **10MBA43**

IA Marks: 50

No. of Lecture Hours / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hrs: 56

Exam Marks: 100

MODULE 1**(8 Hours)****Introduction to Supply Chain Management**

Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

MODULE 2**(8 Hours)****Designing the supply chain network**

Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.

MODULE 3**(5 Hours)****Designing and Planning Transportation Networks.**

Role of transportation - modes and their performance - transportation infrastructure and policies - design options and their trade-offs - Tailored transportation.

MODULE 4**(6 Hours)****Sourcing and Pricing.**

Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis.

Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

MODULE 5**(5 Hours)**

Information Technology in the supply chain

IT Framework – customer relationship management – internal supply chain management – supplier relationship management – transaction management – future of IT.

MODULE 6

(6 Hours)

Coordination in a Supply Chain

Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levers – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.

MODULE 7

(7 Hours)

Dimensions of Logistics

Introduction: A macro and micro dimension – logistics interfaces with other areas – approach to analyzing logistics systems – logistics and systems analysis – techniques of logistics system analysis – factors affecting the cost and importance of logistics.

MODULE 8

(7 Hours)

Demand Management and Customer Service

Outbound to customer logistics systems – Demand Management – Traditional Forecasting – CPFRP – customer service – expected cost of stockouts – channels of distribution.

Cases in SCM

(4 Hours)

RECOMMENDED BOOKS:

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
2. Coyle, Bardi, Longley, The management of Business Logistics – A supply Chain Perspective, Thomson Press, 2006.
3. Supply Chain Management by Janat Shah Pearson Publication 2008.

REFERENCE BOOKS:

1. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Second Edition, 2008.
2. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press, 2005.
3. David Simchi-Levi et al, Designing and Managing the Supply Chain – Concepts,

MARKETING AREA

RURAL MARKETING

Sub Code: **10MBAMM415**

No. of Lecture Hours / Week: 04

Total no. of Lecture Hrs: 56

IA Marks: 50

Exam Hours: 3 Hours

Exam Marks: 100

MODULE 1

(4 Hours)

Introduction:

Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets

MODULE 2

(6 Hours)

Rural marketing environment:

Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing, rural demand, rural market index

MODULE 3**(6 Hours)****Rural Consumer behaviour:**

Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors,

Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism,

Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty

MODULE 4**(6 Hours)****Researching Rural Market:**

Sanitizing rural market, Research design- Reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection,

MODULE 5**(9 Hours)****Rural Marketing Strategies:****a) Segmenting, Targeting and Positioning**

Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation- Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behaviour Segmentation, Multi-attribute Segmentation,

Targeting- Evaluation and Selection of Segments, Coverage of Segments,

Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept

b) Product Strategy

Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

c) New Product Development

Consumer Adoption Process, Product life cycle, Product Mix,

d) Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness

e) Fake Brands- The Fakes Market, Strategy to counter fakes,

Structure of competition in Rural India, Product warranty and After-sales-service, Conclusion, Assignment

MODULE 6**(7Hours)****Distribution Strategy:**

Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural

MODULE 7**(7 Hours)****Communication strategy:**

Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalised media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies,

MODULE 8**(7 Hours)****The future of Rural Marketing:**

Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing

Case studies in Indian context only**(4 Hours)****RECOMMENDED BOOKS:**

1. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e
3. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH, 1/e
4. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication

REFERENCE BOOKS:

1. Rural Marketing – U.C. Mathur, excel books, 1/e
2. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
3. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
4. Rural Marketing – Sukhpal Singh – Vikas Publishers
5. Rural Marketing – Minouti Kamat & R. Krishnamoorthy -HPH, 3/e,
6. Agricultural Marketing In India – Acharya – Oxford I B H
7. Advertising & Marketing in Rural India- Tej K. Bhatia, Macmillan
8. Marketing of Agricultural Products Richard Kohls and Joseph N. Uhl -9/e (PHI)

STRATEGIC BRAND MANAGEMENTSub Code: **10MBAMM416**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1**(6 Hours)****Introduction to the concept of Brand Management:**

Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, **Branding**- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders

Brand Management-Meaning & Definition.

Strategic Brand Management Process-Meaning, Steps in Brand Management Process

Strong Indian Brands (Case study)

MODULE 2**(7 Hours)****Customer Based Brand Equity:**

Customer Based Brand Equity-Meaning, Model of CBBE

Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience- Brand Building Implications, David Aaker's Brand Equity Model.

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,

Brand positioning – Meaning, Point of parity & Point of difference, Positioning guidelines

Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,

MODULE 3**(3 Hours)****Choosing Brand Elements to Build Brand Equity:**

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging.

Leveraging Brand Knowledge:**(4 Hours)**

Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualising the leverage process

MODULE 4**(5 Hours)****Measuring & Interpreting brand performance:****Brand Value chain-** Designing Brand Tracking studies, Establishing brand Equity Management Systems.**MODULE 5****(5 Hours)****Measuring Brand Equity:****Methods for measuring Brand Equity-** Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, Marketing based comparisons-Conjoint Analysis, Holistic methods.**MODULE 6****Brand Strategies:****(6 Hours)****a) Brand Extension-** Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Brand Hierarchy-Kapferer's Branding Systems, Building Brand Equity at different hierarchical levels, Brand hierarchy decision-Consumer's Evaluation of Brand Extensions & Opportunities**b) Brand Personality-** Meaning & Definition, Types of Brand personalities, Elements of Brand personality
(2 Hours)**c) Brand Image-** Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity**(02 Hours)****d) Brand Repositioning:** Meaning, Types of repositioning strategies in Indian marketing
(1 Hour)**MODULE 7****(5 Hours)****Brand Imitations:**

Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

MODULE 8**(6 Hours)****Making Brands go Global:**

Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organisation for a global brand, pathways to globalization.

Case studies in Indian context only**(4 Hours)****RECOMMENDED TEXT BOOKS:**

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
4. Brand Imitations – Dr S S Kaptan, Dr S Pandey – HPH, 1/e, 2004
5. Brand Management, Tapan Panda, 2/e, Excel Publication

REFERENCE BOOKS:

1. Brand Management- Harish V Verma, 2/e, Excel Books
2. Compendium Brand Management – Chunnawalla – HPH, 1/e, 2003
3. Managing Indian Brands – S Ramesh Kumar – Vikas
4. Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press, 1/e
5. Creating powerful brands – Chernatony, Elsevier Publication, 1/e

RECOMMENDED BOOK FOR CASE STUDY:

1. Brand Management- Text and Cases- U C Mathur, Macmillan, 1/e

INTEGRATED MARKETING COMMUNICATIONS

Sub Code: **10MBAMM417**
No. of Lecture Hrs / Week: 04
Total no. of Lecture Hours: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

MODULE 1

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model.
Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications
(4 Hours)

Advertising:

Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC
(4 Hours)

MODULE 2

(4 Hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

MODULE 3

(4 Hours)

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, Various budgeting methods used.

MODULE 4

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.

(4Hours)

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.
(4 Hours)

MODULE 5

(8 Hours)

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity

Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

MODULE 6

(4 Hours)

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

MODULE 7

International Advertising: Global environment in advertising, Decision areas in international advertising
(4 Hours)

Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising
(3 Hours)

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.
(4 Hours)

MODULE 8

Event Management: Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events.
(5 Hours)

Case studies in Indian context only

(4 Hours)

RECOMMENDED BOOKS:

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 6/e, 2003
2. Advertising ‘An IMC Perspective’ - S. N. Murthy/U.Bhojanna - Excel Books, 2007.

3. Advertising & Integrated Brand Promotion, O'Guinn, Allen, Semenik, 4/e, Thomson, 2007
4. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007

REFERENCE BOOKS:

1. Foundations of Advertising, Chynawalla & Sethia, HPH, 2007
2. Advertising management Rajeev Batra, John G Myers & Aaker – PHI, 5/e, 2007
3. Event marketing and management- Sanjaya Singh – Vikas Publication, 2003.
4. Advertising Basics, Vilanilam, Varghese, Response Books, 2007
5. Advertising, Sangeeta Sharma & Raghuvir Singh, PHI, 2006.

INTERNATIONAL MARKETING MANAGEMENT

Sub Code: **10MBAMM418**

10MBAIB468

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(7 Hours)

Framework of international marketing:

Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies

Global e-marketing: The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.

MODULE 2

(8 Hours)

Developing a global vision through marketing research:

Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

Social and Cultural Environment: Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural Environment on Marketing Industrial and Consumer Products

MODULE 3

(7 Hours)

Global marketing management – planning and organization:

Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition

MODULE 4

(6 Hours)

Products and services for consumers:

Quality – Green marketing and product development, products and culture – analyzing product components for adaptation– products for consumers in global markets, product development, product adaptation, product standardization, marketing consumer services globally – marketing of services, brands in international markets

Products and services for businesses

Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

MODULE 5

(8 Hours)

Licensing, Strategic Alliances, FDI:

Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies.

Global Distribution

Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design

International retailing

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

MODULE 6

(7 Hours)

Pricing decisions:

Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – INCO terms – preparation of quotations.

Promotion Decisions

Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

MODULE 7

(6 Hours)

Recent trends in India's foreign trade:

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

Globalization in India, Opportunities, Constraints and Initiatives

India - A Hub for Globalization, Globalization in India - Post Liberalization, India's Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization, Government Initiatives needed to foster globalization

MODULE 8:

(2 Hours)

The future of global marketing: Six major changes in global marketing

Case studies

(5 Hours)

RECOMMENDED TEXT BOOKS:

1. International Marketing – Cateora, Graham – TMH 12/E, 2005
2. International Marketing – Varshney, Bhattacharya – S Chand
3. Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e
4. Global Marketing, Johny K. Johansson, 4/e, TMH,
5. International Marketing – Dana – Nicoleta, Lascu – Biztantra, 2003
6. International Marketing – Francis Cherunillam – HPH, 7/e, 2004
7. Global Marketing Strategies, 6/e, Jean-Pierre Jeannet, Biztantra

REFERENCE BOOKS:

1. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw – Biztantra, 4/e
2. International Marketing – Rakesh Mohan Joshi – Oxford, 2004
3. International Marketing – Michael Czinkota, Ilka A Ronkainen – Thomson, 8/e, 2007
4. International Marketing – R Srinivasan – PHI, 2/e
5. International Logistics – Pierre David – Biztantra, 2004/05
6. International Management: A Strategic perspective, John B Cullen & K Praveen Parboteeah, Thomson, 1/e

FINANCE AREA

PROJECT APPRAISAL, PLANNING & CONTROL

Sub Code: **10MBAFM425**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(4 Hours)

Planning & Analysis Overview: Phases of capital budgeting – Levels of decision making – objective.

Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – strategic position and action evaluation – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting.

MODULE 2

(6 Hours)

Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries.

Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey – characterization of the market – demand forecasting – market planning.

Technical analysis: Study of material inputs and utilities – manufacturing process and technology – product mixes – plant capacity – location and site – machinery and equipment – structures and civil works – project charts and layouts – work schedule

MODULE 3

(12 Hours)

Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet.

Project cash flows: Basic principles of measurement of cash flows – components of the cash flow streams – viewing a project from different points of view – definition of cash flows by financial institutions and planning commission – biases in cash flow estimation.

Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice.

Analysis of Risk.

MODULE 4

(10 Hours)

Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – montecarlo simulation – decision tree analysis – selection of project – risk analysis in practice.

Special decision situations: Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – inter-relationships between investment and financing aspects – inflation and capital budgeting.

Analysis of firm and market risk: Portfolio theory and capital budgeting – capital asset pricing model – estimation of key factors – CAPM and Capital budgeting

MODULE 5

(5 Hours)

Social Cost Benefit Analysis(SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

MODULE 6

(4 Hours)

Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model –

Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations.

Environmental appraisal of projects: types and dimensions of a project – meaning and scope of environment – Environment – Environmental resources values – environmental impact assessment and environmental impact statement.

MODULE 7

(5 Hours)

Project financing in India: Means of finance – norms and policies of financial institutions – SEBI guidelines – Sample financing plans – structure of financial institutions in India – schemes of assistance – term loans procedures – project appraisal by financial institutions.

MODULE 8

(10 Hours)

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation.

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limit – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling)

Project review and administrative aspects: Initial review – performance evaluation – abandonment analysis –

administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization.

RECOMMENDED BOOKS:

1. Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review – TMH, 5/e
2. Narendra Singh – Project Management and Control – HPH, 2003

REFERENCE BOOKS:

1. Nicholas – Project Management for Business and Technology: Principles and Practice – Pearson / PHI
2. Gray & Larson – Project Management: The Managerial Process – TMH, 3/e, 2005
3. Vasant Desai – Project Management – HPH
4. Bhavesh M Patel – Project Management – Vikas
5. Chitkara – Construction Project Management, Planning, Scheduling and Control – TMH, 1/e
6. Choudhury – Project Management – TMH, 1/e
7. Project Management – K Nagarajan – New Age International, 2004
8. Project Management – Merdith & Gopalan – Wiley India (P) Ltd.

INTERNATIONAL FINANCIAL MANAGEMENT

Sub Code: **10MBAFM426**

IA Marks: 50

10MBABF476

10MBAIB466

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(4 Hours)

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate.

MODULE 2

(4 Hours)

International flow of funds:- Balance of payments(determination of current account, capital account & ORA)- International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.

MODULE 3

(10 Hours)

International Financial Markets:- Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.

MODULE 4

(10 Hours)

Forecasting foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects.

MODULE 5

(8 Hours)

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

MODULE 6

(8 Hours)

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country. Country risk analysis

MODULE 7

(4 Hours)

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value.

MODULE 8

(8 Hours)

Long term Asset & Liability management:- Foreign Direct investment – Foreign portfolio investment- International Financial instruments : International Bond & Equity market.

Short term Asst & liability management:- Working Capital Policy- Cash management – Receivable Management- Inventory Management- Short term Financing decision – international Banking and money market.

RECOMMENDED BOOKS:

1. Eun & Resnick – International Finance Management --- (Tata McGraw Hill), 4/e
2. Jeff Madura International Finance Management --- (Thomson), 7/e, 2004
3. P.G. Apte- International Finance Management- (Tata McGraw Hill), 4/e

REFERENCE BOOKS:

1. V. Sharan – International Finance Management- 3/e
2. Madhu Vij- Multinational Financial Management – Excel
3. Jain, Periyad, & Yadav – International Finance Management --- (Mc Millan)
4. P G Apte – International Finance- A Business Perspective – TMH, 1/e
5. V K Bhalla– International Finance Management --- (Anmol)
6. S P Srinivasan & Dr B Janakiram - International Finance Management --- (Biztantra Wiley Dreamtech, 2005)
7. Exchange Rate & International Finance – Copland – Pearson, PHI.
8. David Eieteman – Multinational Business Finance – Pearson Education, 10/e, 2003
9. Allan C Shapiro – Multinational Financial Management – John Wiley, 2004
10. Buckley – Multinational Finance – Pearson/PHI, 5/e
11. International Financial Markets – Machiraju – New Age International, 2004
12. International Finance – A case book – Desai – Wiley India (P) Ltd.
13. Sathye Rose, Weston - International Financial Management – John wiley – 2006
14. International Corporate Finance, Madhura, Thomson, 8 Ed.

RISK MANAGEMENT

Sub Code: **10MBAFM427**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(4 Hours)

Over view of Risk, Risk identification, Risk, Insurance and Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation,

Risk assessment & Management- Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability. Risk Management, Risk control.

MODULE 2

(7 Hours)

Risk Management using futures and forwards differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures -Commodity futures, Index futures interest rate futures-arbitrage opportunities.

MODULE 3

(8 Hours)

Risk Management using Swaps: Mechanics of interest rate swaps –volatility of interest rate swaps –currency swaps –valuation of currency swaps.

MODULE 4

(10 Hours)

Risk Management using Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- options on futures – interest rate options. Concept of exotict option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

MODULE 5**(7 Hours)**

Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward markets, commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities.

MODULE 6**(7 Hours)**

Interest rate markets-Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rates, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).

MODULE 7**(5 Hours)**

Credit risk-Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.

MODULE 8**(8 Hours)**

Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing

RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives- John C.Hull - (Pearson Education), 6/e
2. **Options & Futures- Vohra & Bagri - (TMH), 2/e**
3. Derivatives- Valuation & Risk Management-Dubofsky & Miller - (Oxford University Press), 2004/05

REFERENCE BOOKS:

1. Risk Management & Insurance – Harrington & Niehaus – TMH, 2/e
2. Risk Management & Derivative – Shulz – Thomson / Cengage Learning.
3. Principles of Risk Mgmt. & Insurance – Rejda – Pearson Education/PHI, 8/e, 2003
4. Introduction to Derivatives and Risk Management – Chance – Thomson Learning, 6/e, 2004
5. Introduction to Risk Management & Insurance – Dorfman – Pearson/PHI, 2004
6. **International Risk & Insurance –Skipper - (TMH)**
7. Options & Futures –Edwards & Ma - (MacGraw Hill), 1/e
8. Derivatives & Financial Innovations – Bansal - TMH.
9. Credit Risk Management – Anderw Fight –Elvis.
10. Financial Derivatives – S.S.S. Kumar PHI 2007.
11. Risk Management – Koteswar HPH.
12. Futures, Options and Swaps – Robert W Kolb – Blackwell Publishing.
13. Risk Management and Insurance, Treishumann: Thomson, 12 Ed.

TAX MANAGEMENT

Sub Code: **10MBAFM428**
No. of Lecture Hrs / Week: 04
Total no. of Lecture Hours: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

MODULE 1 (7 Hours)

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India, incidence of tax, Tax Planning, Tax Evasion, Tax Management.

MODULE 2 (8 Hours)

Explanation under various heads of income, income from salary (Basic problems), income from other sources (theory)

MODULE 3 (8 Hours)

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation, theory & problems, slump sale, Exemptions, capital gain in special cases, Securities Transaction Tax(88E).

MODULE 4 (10 Hours)

Income under the head profit and gains of business or professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Both Theory & Problems) special provisions relating to 44AD, 44AE& 44AF. Problems on computation of income from business/ profession.

MODULE 5 (6 Hours)

Setoff and carry forward of losses- permissible deductions –under Ch. VI-A 80C, 80CCC, 80D, 80DD, 80DDB, 80E, 80U, Sec 10A, 10B, 10BA.

MODULE 6 (6 Hours)

Computation of taxable income of a firm and partners.

Computation of taxable income of a company with special reference to MAT- Corporate div. Tax, Fringe Benefit Tax.

MODULE 7 (5 Hours)

Central sales tax- objects & provisions in brief (theory) Inter state, Intra state, Deemed exports Registration, VAT(Only basic Concept).

MODULE 8 (6 Hours)

Central excise and custom acts- objects and provisions of the act in brief (theory)- goods, excisable, marketable Concept of CenVAT- customs- Basic definition, charge.

RECOMMENDED BOOKS:

1. Direct Tax – Lal & Vashisht – Pearson Ed. 28E.
2. Vinod Singhania- Students Guide to Income Tax – Taxman Publications
3. V S Datey – Indirect Taxes – Taxman Publications, Recommended book for Module – 8.

REFERENCE BOOKS:

1. Vinod Singhania – Direct Taxes – Taxman Publications
2. Mehrotra- Direct Tax – Sahitya Bhavan
3. T N Manoharan- Students Guide to Income Tax – Snow White
4. How to deal with VAT- Kul Bushan – Pearson Education/PHI, 1/e, 2004
5. Income Tax Law & Practice, Mahesh Chandra & Shukla – Pragathi Publications
6. VAT – Dr. Pillai – Jaico Publications, 2004

INFORMATION SYSTEMS AREA

MULTIMEDIA APPLICATIONS PROGRAMMING USING VB

Sub Code: **10MBAIS435**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(6 Hours)

Multimedia – Media and Data Streams, Main properties of Multimedia System, Asynchronous, Synchronous and Isochronous transmission, Data stream characteristics for continuous media, Basic sound concepts, MIDI – basic concepts, devices, messages, software

MODULE 2

(6 Hours)

Speech- generation, analysis, transmission, Images and Graphics- synthesis, analysis, transmission, Video & Animation – Video signal representation, high definition system, computer based animation, data compression formats JPEG, MPEG, DVI

MODULE 3

(6 Hours)

Integrated Development Environment, Menu bar, Tool bars, Forms designer, Form layout, Context menu, Variables, Constants, Operators, Arrays, Functions- Input box & Msg box, Control flow statements, Loop statements

MODULE 4

(8 Hours)

Working with Forms object, Adding and Removing Controls, Intrinsic Controls, Common properties, Appearance of Form, Control menu, Form properties, Form states, Events, Developing a Form application, multiple document Interface, MDI form

MODULE 5

(6 Hours)

Common intrinsic controls, Developing an application with Intrinsic Controls, Naming Conventions, Common Events, Command Buttons, Frame Control, Frame Properties, Option Buttons

MODULE 6

(8 Hours)

Check Box Control- Properties, events, methods, Picture Box Control – Properties, method, Image Box Control – properties, Timer Control – properties, events, List Box Control – Properties, methods, Month View Control – Properties, methods, Date Time Picker Control, Tree View Control, List View Control (Windows Common Control)

MODULE 7

(8 Hours)

Menus, Menu Editor, Menu Control Arrays, DDE, OLE, ACTIVEX Controls and ACTIVEX documents, Dynamic Link Libraries, Microsoft Transaction Server

MODULE 8

(8 Hours)

Introduction to Data Report, Data Report Control, Report Designer, Report Creator, Extended data report, Data Access Objects (DAO), DAO Object Model, Accessing a Database using DAO.

RECOMMENDED BOOKS:

1. Multimedia: Computing, communication and applications – Ralf Steinmetz & Klara Nahrstedt, Prentice Hall, 1995
2. Beginning Visual Basic – 6 - Peter Wright, Apress, 1998
3. Visual Basic 6.0 in 30 days – Krishnan and Saravanan
4. Comdex –Computer Programming Course Kit, Biztantra
5. VB6 Complete Reference
6. Data Access with Visual Basic 6, Jeffery P McManus, Sams Publications, 1999

Laboratory Exercises for

GRAPHIC USER INTERFASE PROGRAMMING USING VB

1. Open a new standard EXE project. Place a text box and a command button in the form. Enter a number in text box. On clicking the Command Button, a message box is to be displayed. The message box should display whether the number in text box is single, two, three digit nos.

2. Open a new standard EXE project. Design a form giving title of the company, to enter. Employee number, Employee name, salary, sex-male / female, allowances. Text box for each field should accept only permitted characters (number, alpha, alphanumeric etc as relevant). When text box is clicked, it should be cleared.
 3. Design a form with 19 buttons (0,1,2,3,4,5,6,7,8,9,+,-, *,/,=,%C,CE, .) and a text box and perform a calculator project
 4. Create a database with the following fields using Visual Data Manager, Student Register no, name, sub1-mrks, sub2-mrks, sub3-mrks, sub4-mrks and sub5-mrks.
 5. Open a new standard EXE project. Design form with two screens one consisting of details and another consisting of control arrays – File-add, delete, exit. On clicking add button item should be added on to file. On clicking the item button message box should be displayed.
- Out of 50 IA marks 35 marks are based on internal tests & assignments and 15 based on laboratory exercises.

COMPUTER NETWORKS AND INTERNET

Sub Code: 10MBAIS436	IA Marks: 50
No. of Lecture Hrs / Week: 04	Exam Hours: 3 Hours
Total no. of Lecture Hours: 56	Exam Marks: 100

MODULE 1 (6 Hours)

Basics of Data Communication- Digital, Analog, Synchronous, Asynchronous, Parallel, Serial, Simplex, Semi-Duplex, Full Duplex Communication, Multiplexing, Modem, Communication Hardware & Software

MODULE 2 (8 Hours)

Communication Channels – Wired Transmission, Telephone Lines, Coaxial Cable, Microwave, Infrared, Laser, Radio communication, Satellite Communication, Fiber Optics, Switching Techniques – Circuit, Message, Packet, Network Topologies – Bus, Ring, Star, Mesh, Hybrid, Application of Data Communications – Information Search & retrieval, Information Transmission, Multimedia

MODULE 3 (8 Hours)

ISO – OSI seven layer communication protocol, Local Area Networks – Private, Value added, Integrated Services Digital Network, IEEE 802 Network Architecture, CSMA/CD, Token Ring, Token Bus protocols, , LAN Components – Work Station, File Server, Gateway, Network Interface Unit, Active Hub, Passive Hub, LAN Cables, Network Operating Systems.

MODULE 4 (6 Hours)

Wide Area Network – Private Networks, Public Networks, Virtual Private Networks, X.25 Protocol, WAN applications, Client Server Network, File servers, Print server, Database Server, Communication Server, Routers, Asynchronous Transfer Mode

MODULE 5 (8 Hours)

Overview of TCP/IP – TCP/IP communication architecture, Ethernet Technology, Internet Architecture, Identifying Network Connection planning, IP address scheme – Internet Protocol, IP addressing , MAC addresses, Characteristics of IP address, Network Number, Host Number, TCP/IP applications, IPV6 pocket format

MODULE 6 (8 Hours)

EDI- what is EDI?, advantages of EDI, EDI strategy for competitive advantage, EDI Components, EDI services, EDI administration, Network protocols – SMTP, NETBIOS, GOPHER, VERONICA, ARCHI, Wide Area Information Servers, PING etc.

MODULE 7 (6 Hours)

Security in Computer Networks – Network Security, Secure Communication, Network Security Considerations in Internet, Firewalls, Principles of Cryptography – Symmetric Key, Public Key Encryption, Authentication, Integrity, Digital Signature, Network Management

MODULE 8 (6 Hours)

Internet Services – Electronic Mail, Remote Log in – TELNET, FTP, Bulletin Board Services , Browsing – WWW, HTTP, URL, MOSAIC, Automated search, Common Gateway Interface , Common Search Engines.

RECOMMENDED BOOKS:

1. Computer Networking – James F Kurose & Keith W Ross, Addison Wesley, 2004
2. Data Communications and Networking – 3rd Edition, Forouzan, Tata McGraw Hill
3. Business Data Communications – Behrouz A Forouzan, Tata McGraw Hill
4. Computer Networks-Protocols, Standards & Interfaces-Black, PHI
5. The Internet Book – Douglas E Comer, PHI

LABORATORY EXERCISES:

1. Familiarisation with
 - ❖ Network Interface Cards
 - ❖ Hubs / Switches / Routers / Cables
 - ❖ Modems
2. Creating Email – id and Domain
3. Simple Chat program
4. Barring sending and receiving of Mails
5. Adding or deleting a peripheral to system configuration
6. Identifying and analyzing IP address of different servers.

Out of 50 IA marks, 40 marks will be out of Internal tests and assignments and 10 marks will be based on Laboratory exercises

COMPUTER MODELLING AND DECISION SUPPORT SYSTEMS

Sub Code: **10MBAIS437**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (6 Hours)

System Models, Stochastic activities, Continuous and Discrete systems, System modeling, Types of Models, Static – Physical & Mathematical, Dynamic - Physical & Mathematical, Principles in Modeling

MODULE 2 (6 Hours)

System Study, Full Corporate Model, System analysis, System Design, System Postulation, System simulation, Techniques of Simulation, Process of Simulation, Simulation vs Analytical methods.

MODULE 3 (6 Hours)

Monte Carlo Method, Numerical Computation techniques for Continuous and Discrete models, Distributed Lag models, Cob Web Models, Continuous system simulation, Continuous system simulation languages, CSMP III,

MODULE 4 (6 Hours)

Analog simulation, Hybrid simulation, digital-Analog Simulation, real time simulation, feedback system, interactive system, Exponential growth models, Exponential decay models, Modified Exponential growth models, System Dynamics diagrams, Multi segment models, Feedback in Socio- Economical Systems

MODULE 5 (8 Hours)

Random number, Pseudo random number generation, tests for randomness, Arrival pattern and service timings, poisson arrival pattern, exponential distribution, normal distribution, queuing discipline, measures of queue, simulation of telephone system. Simulation Of single server and two server queuing

MODULE 6 (8 Hours)

Comparative features of Discrete Simulation languages – GPSS, SIMSCRIPT, SIMULA, Sample Programs, Simulation applications in Inventory Management, Finance. Production Management, Analysis of Simulation Output.

MODULE 7 (8 Hours)

Decision Support System: Characteristics of DSS, Decision making process, Anatomy of DSS, knowledge based systems, Architecture of DSS, Hardware, Software & User Interface for DSS, expert Systems for Decision Support, Group Decision support system, Enterprise Support System.

MODULE 8 (8 Hours)

Data Warehousing – Need for data warehousing, data warehouse components, Construction of data warehouse, data base for data warehouse, database warehouse architecture, maintenance issues in data warehouse, Data mining, tools for data mining, online analytical processing.

RECOMMENDED BOOKS:

1. System Simulation – Geoffrey Gordon, PHI
2. System Simulation with digital computer – Narsing Deo
3. Decision Support and Data Warehouse Systems – Efreem G Mallach University Massachusetts Lowell, Tata McGraw Hill
4. Data Warehousing, Data Mining & OLAP- Berson Tata McGraw Hill, 1/e
5. Decision Support System & Data Warehousing – B Ravindranath

LABORATORY EXERCISES:

1. Telephone System simulation
2. Simulation of a Two server queuing system

Using any programming language including VB.

Assignment to describe simulation application in the field of Marketing, Personal, Finance, Materials and Production.

Out of 50 IA marks 30 marks will be based on tests, 10 marks based on assignment and 10 marks based on laboratory exercise.

SOFTWARE ENGINEERING & MANAGEMENT

Sub Code: **10MBAIS438**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(5 Hours)

Introduction: What is software, What is software process, What is software Engineering, Characteristics of Software Project, Activities covered by Software Project Management, Problems involved, Management function related to Project Management, Feasibility Analysis

MODULE 2

(6 Hours)

Overview of Project Planning, Finalising Project Scope, Infrastructure, Analysing Project Characteristics, Identifying Project goals and activities, Estimating time & effort, allocating resources, Review plan

MODULE 3

(8 Hours)

Project Execution Approach: Choosing Technologies, Structure VS speed of Delivery Waterfall Model, V-Process Model, Evolutionary model, Spiral Model, Software Prototyping, Incremental Delivery., Controlling changes during project execution

MODULE 4

(7 Hours)

Software requirement study and Analysis, Software Requirement Specifications, Software Estimation : Need for Software Estimation, Problems with Over and Under Estimation, Software Estimation techniques, Expert Judgement, Estimating by Analogy, Function Point Analysis, Object points, LOC based COCOMO model

MODULE 5

(6 Hours)

Objectives of activity planning, project scheduling, sequencing and scheduling activities, Network planning models, forward pass, backward pass, identifying critical path, project crashing, Project progress review, Software Design Concepts

MODULE 6

(8 Hours)

Risk Management: Risk and its implication, types of risk, Identifying risks, analyzing risks, prioritizing risks, Risk avoidance, Risk containment, Resource identification, Resource planning Resource allocation, monitoring critical resources

MODULE 7**(8 Hours)**

Managing People and Organising Teams: Understanding Behavior, Motivation, Building and Managing coherent teams, Chief Programmer team, egoless team, Leadership challenges, Software Quality, Product versus Process Quality management, techniques to help enhance software quality, Software Validation and Verification, Quality plans, Brief description of SEI-CMM.

MODULE 8**(8 Hours)**

Software Testing : Objectives , Black Box and White Box testing, testing of Static and Dynamic applications, Validation testing, Integration testing, Designing a test plan, test criterion, test data, test results analysis, Test Oracle, Software Maintenance

RECOMMENDED BOOKS:

1. Software Project Management : Bob Hughes and Mike Cotterell- Tata McGraw Hill
2. Software Engineering a Practitioner's approach – Roger S Pressman Tata McGraw Hill
3. Introduction to Software Project Management & Quality Assurance : By Ince, Dorrel, Helen Sharp & Mark Woodman
4. Software Engineering – Ian Sommerville, Addison Wesley, 2004

REFERENCE BOOKS:

1. Managing Software Development Projects – A formula for Success By Whitten Neal
2. Mythical Man Month – Essays on Software Engineering
3. Software Project Management – From Concepts to Deployment – Kieron Conway – Dreamtech Publications

**HUMAN RESOURCE AREA
INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Sub Code: **10MBAHR445/10MBAIB465**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1**(8 Hours)**

Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

MODULE 2**(6 Hours)**

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration
Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization
Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

MODULE 3**(8 Hours)**

Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods-using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

MODULE 4**(6 Hours)**

Performance Management: A conceptual background, Constraints in goal attainment, performance

management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country- specific performance management practices.

MODULE 5

(7 Hours)

Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

MODULE 6

(8 Hours)

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

MODULE 7

(5 Hours)

International Labour Relations: Key issues, response of labour unions to MNCs

MODULE 8

(8 Hours)

HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

RECOMMENDED BOOKS:

1. The Global Challenge- framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management-Peter J Dowling, Denice E Welch, Cengage Learning

REFERENCE BOOKS:

1. International Human Resorce Management, K Aswathappa, Sadhna Das, Mc Graw Hill Companies
2. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
3. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
4. International Human resource Management – PL Rao, Excel Books

RECRUITMENT, SELECTION & COMPENSATION MANAGEMENT

Sub Code: **10MBAHR446**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

PART A RECRUITMENT & SELECTION

MODULE 1

(6 Hours)

Job Analysis. Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical

incident technique, Fleishman job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

MODULE 2

(9 Hours)

Hiring Process:

Hiring decision. Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing. Existing post or new post to be created. Need analysis, cost analysis and job analysis.

Hiring internally. Meaning and definition of internal recruitment. Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals. Appointment or promotion. Policy guidelines and union settlements.

External Hiring. Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in news paper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source

MODULE 3

(7 Hours)

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioural approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, strategy Vs. Technique. Pinning down what is needed: targeted interviewing, focusing on behaviour, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV.

Testing. Meaning, definition, purpose, advantages and disadvantages. Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test

Interviewing: Planning the interview, Interview process - getting started, examining the 5 interview areas, examining the strengths & weaknesses, listening to what are being said, digging for Behavioural gold, probing for specifics, spotting patterns, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision. Interview in public sector undertaking, statutory requirements.

MODULE 4

(6 Hours)

Reference checking & Appointment orders: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies

Meaning, definition, and purpose. Statutory requirements (under the Shops and commercial establishments Act). Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy.

Medical Examination & acceptance of offer for joining.

RECOMMENDED BOOKS:

1. Human Resource Selection by Robert D. Gatewood and Hubert S. Feild, South western Cengage Learning, Mason, Ohio 2001
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International

REFERENCE BOOKS:

1. Employee Selection, Lilly M Berry, Thomson Publications
2. Hiring & keeping the best people, HBS Press
3. Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books.
4. High performance hiring by Robert w. Wendover, Crisp Publication, California, 1991.

PART B COMPENSATION MANAGEMENT

MODULE 5 (6 Hours)

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

MODULE 6 (8 Hours)

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

MODULE 7 (8 Hours)

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation- elements of executive compensation and its management, International compensation Management.

MODULE 8 (6 Hours)

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

RECOMMENDED BOOKS:

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH

REFERENCE BOOKS:

1. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
2. CompensationManagement in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
3. Compensation Management, Er Soni Shyam Singh, Excel Books.

LEARNING & DEVELOPMENT

Sub Code: **10MBAHR447**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (10 Hours)

Introduction to Employee learning and Development, learning, learned, The Forces Influencing Working and Learning, classification of learned capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Need Theories, Need Theories, Need Theories, Expectancy Theory, Adult Learning Theory, Information Processing Theory; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes

MODULE 2 (9 Hours)

Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Training Practices. Strategic Training, Training Needs Assessment

MODULE 3 (7 Hours)

Transfer of Training: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme.

MODULE 4 (7 Hours)

Traditional Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods.

E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods.

MODULE 5 (6 Hours)

Training Evaluation: Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs, Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity.

MODULE 6 (5 Hours)

Employee Development: Introduction, Approaches to Employee Development, The Development Planning Process, Company Strategies for Providing Development, Special Issues in Training and Employee Development.

MODULE 7 (6 Hours)

Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems, Roles of Employees, Managers, Human Resource Managers, and Company in Career Management, Evaluating Career Management Systems. Special Challenges in Career Management.

MODULE 8 (6 Hours)

The Future of Learning and Development: Introduction, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Emphasis on Speed in Design, Focus in Content & Use of Multiple Delivery Methods, Increased Emphasis on Capturing and Sharing Intellectual Capital, Increased Use of True Performance Support, Increased Emphasis on Performance Analysis and Learning for Business Enhancement, Increased Use of Training Partnerships & Outsourcing Training, Training and Development from a Change Model Perspective, Methods to Determine Whether Change is Necessary, Key Issues in Implementing Change.

RECOMMENDED BOOKS:

1. G. Pandu Naik - HRD Solutions for excellence - T & D, Text Research & Cases, Excel Books
2. Noe A Raymond - Employee Training & Development, Mc. Graw Hill Publication

REFERENCE BOOKS:

1. Effective training-Systems, strategies and practices, 2nd edition, Blanchard, Pearson education
2. Training for organizational transformation – Rolf Lynton & Udai Pareek, Sage Publications, N Delhi
3. Effective HR Training Development Strategy – Dr. Ratan Reddy, HPH, 2005
4. Training in organizations, Goldstein, 4th edition, Cengage learning

ORGANIZATIONAL LEADERSHIP

Sub Code: **10MBAHR448**
No. of Lecture Hrs / Week: 04

IA Marks: 50
Exam Hours: 3 Hours

MODULE 1**(6 Hours)**

Introduction to Leadership: Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory

MODULE 2**(7 Hours)**

Leadership traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory

MODULE 3**(8 Hours)**

Leadership behaviour and motivation, and contingency leadership: Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory

MODULE 4**(6 Hours)**

Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self managed teams, the changing role of leadership in self managed teams

MODULE 5**(7 Hours)**

Leader follower relations: Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict

MODULE 6**(7 Hours)**

Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

MODULE 7**(7 Hours)**

Leadership development and succession: Development through self awareness and self discipline, Development through education, experience, and mentoring, succession

MODULE 8**(8 Hours)**

Leadership development programs, Evaluation of leadership development efforts, Leadership
Indian cases on leadership

RECOMMENDED BOOKS:

1. Effective Leadership- Lussier/ Achus, Tjird edition, Thomson South Western, 2007 (Module 1, 2, 3, 4, 5, & 6)
2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2006 (Module 1, 2, 3, 4, 5, & 6)
3. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra, 2007 (Module 7 & 8)

REFERENCE BOOKS:

1. Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition
2. The Leadership Eperience, Richard L Daft, Cengage Learning, 2nd Edition, 2002
3. Dynamics of leadership, Craig Watson, Jaico Publication
4. The art of leadership, George Manning and Kent, 2nd edition, Mc-Graw Hill Education.

PRODUCTION AREA
PROJECT MANAGEMENT

Sub Code: **10MBAPM455**
No. of Lecture Hrs / Week: 04
Total no. of Lecture Hours: 56

IA Marks: 50
Exam Hours: 3 Hours
Exam Marks: 100

MODULE 1 (7 Hours)

Introduction – Definitions – classifications – project risk – scope

MODULE 2 (7 Hours)

Project management – definitions – overview – project plan – management principles applied to project management – project management life cycles and uncertainty

MODULE 3 (7 Hours)

Project planning – scope – problem statement – project goals – objectives – success criteria – assumptions – risks – obstacles – approval process – projects and strategic planning

MODULE 4 (7 Hours)

Project implementation – project resource requirements – types of resources – men – materials – finance

MODULE 5 (7 Hours)

Project monitoring – evaluation – control – project network technique – planning for monitoring and evaluation – project audits – project management information system – project scheduling – PERT & CPM – project communication – post project reviews

MODULE 6 (7 Hours)

Project team management – recruitment – organizing – human resources – team operating rules – project organization – various forms of project organizations – project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance

MODULE 7 (7 Hours)

Closing the project – types of project termination – strategic implications – project in trouble – termination strategies – evaluation of termination possibilities – termination procedures

MODULE 8 (7 Hours)

Project inventory management – nature of project inventory – supply and transportation of materials – use of PERT & CPM techniques

RECOMMENDED BOOKS:

1. Project Management – for 21st Century-Beenet P Lientz, Kathryn P rea- Academic Press, 1995
2. Project Management –Denisluk

REFERENCE BOOKS:

1. Project management - David I Cleland - Mcgraw Hill International Edition, 1999
2. Project Management – Gopalakrishnan – Mcmillan India Ltd.
3. Project Management-Harry-Maylor-Pearson Publication

MODERN MANUFACTURING MANAGEMENT

Sub Code: **10MBAPM456**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (4 Hours)

WORLD CLASS MANUFACTURING

Product development process – technology – suppliers – process mapping – knowledge management

MODULE 2 (4 Hours)

JIT – total quality strategies for manufacturing success and WCM model

MODULE 3 (8 Hours)

Manufacturers Resources Planning (MRP II)

MODULE 4 (8 Hours)

Technological innovation in manufacturing – computer integrated manufacturing

MODULE 5 (8 Hours)

JIT manufacturing systems – flexible manufacturing systems – cellular manufacturing

MODULE 6 (8 Hours)

Factory of the future automated systems – human factors in automated systems – optimized production technology

MODULE 7 (8 Hours)

Modeling – optimizing – simulation of manufacturing systems

MODULE 8 (8 Hours)

Manufacturing innovations – quick response manufacturing – agile manufacturing – rapid prototyping – concurrent engineering

RECOMMENDED BOOKS:

1. World class New Product Development-Dan Dimanescu, Kemp Dwenger-American Management Association.
2. M R P – George W Possel, Orliky – Mcgraw Hill International

REFERENCE BOOKS:

1. Manufacturing Organization And Management – Harold T Amrine, John, Colin Moodie
2. New Waves Manufacturing Strategies – John Storey – Simon & Schuster Asia
3. Achieving World Class Manufacturing Through Process Control – Joseph P Shunta – Simon Schuster Asia
4. World Class Manufacturing – Richard J Schonberger – American Society Quality

MAINTENANCE MANAGEMENT

Sub Code: **10MBAPM457**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (8 Hours)

Importance of maintenance – objectives of maintenance – structure of the plant – reasons for and nature of maintenance – production – maintenance systems

MODULE 2 (9 Hours)

Types of maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance – opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems

MODULE 3 (4 Hours)

Maintenance planning and scheduling – establishing a maintenance plan – items to be maintained

MODULE 4 (5 Hours)

safety precautions – characteristics of items to be maintained – classification of items – maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – establishing a new maintenance schedule

MODULE 5 (7 Hours)

Maintenance organization – resource characteristics – resources structure – maintenance control – administrative structure – training of maintenance personnel

MODULE 6 (7 Hours)

System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics – planning and scheduling plant shutdowns

MODULE 7 (8 Hours)

Depreciation & Machine Life, Replacement policies, spares and types of spares, spares planning, maintenance control, network techniques in maintenance activities, evaluation of maintenance performance.

MODULE 8 (8 Hours)

Total productive maintenance – development and scope – basic systems of TPM – procedures and steps – productivity circles – TPM as a part of TQM – benefits of TPM

RECOMMENDED BOOK:

1. Maintenance Planning And Control – Anthony Kelly – East West Press Pvt. Ltd

PRODUCTIVITY TECHNIQUES

Sub Code: **10MBAPM458**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (7 Hours)

Productivity – definition – concepts – importance of productivity circles

MODULE 2 (4 Hours)

Measures of productivity – qualitative and quantitative measures – three basic types of productivity – partial – total factor – total productivity – productivity indices – methods of recording data

MODULE 3 (5 Hours)

Man power planning – productivity measurement at national and international levels – measures of productivity in different organizations like manufacturing and services and R & D etc.,

MODULE 4 (7 Hours)

Managing productivity – misconceptions about productivity management – cultural factors – human factors – automation and productivity – economics of productivity

MODULE 5 (9 Hours)

Factors affecting productivity – physical environment – technology – materials – machine – layout – lighting – temperature – ventilation – employment – job performance – motivation – employee ability – aptitude – personality – experience – training – interest – education – intelligence – variables affecting productivity – internal and external to the company

MODULE 6 (8 Hours)

Productivity improvement – barriers to productivity improvement – productivity improvement techniques – employee based – material based – task based – product based – technology based – incentives to increase productivity – effective team working – performance review and appraise techniques

MODULE 7 (8 Hours)

Pit falls in productivity improvement – required organizational change for productivity improvement – top management role – crisis management – concepts – crisis management and productivity

MODULE 8 (8 Hours)

Time management – key to productivity improvement – time management at personal and organizational levels – scheduling works – time saving techniques – tips – using technology for saving time.

RECOMMENDED BOOKS:

1. Bhinde B T-Basic Productivity Techniques in Manufacturing Management”- B T Bhinde Publishers.
2. Christian H Godefroy and Jahn Clark-“ The complete Time Management System”-Judy (iatkus Ltd. Publishers , UK)

REFERENCE BOOKS:

1. Iwao Kobayashi – “Keys to work place improvement” - Productivity press India Ltd.
2. Lawrence Aft – “Productivity Measurement and Improvement” – Prentice Hall
3. Robert Schaffer – “Managing Productivity” – Jaico Publishing House
4. Sawhney S C – “Productivity Management” - TMH, Delhi

**INTERNATIONAL BUSINESS AREA
INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Sub Code: **10MBAIB465/10MBAHR445**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (8 Hours)

Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

MODULE 2 (6 Hours)

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration
Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization

Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

MODULE 3 (8 Hours)

Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods-using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

MODULE 4 (6 Hours)

Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country- specific performance management practices.

MODULE 5 (7 Hours)

Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

MODULE 6 (8 Hours)

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

MODULE 7 (5 Hours)

International Labour Relations: Key issues, response of labour unions to MNCs

MODULE 8 (8 Hours)

HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

RECOMMENDED BOOKS:

1. The Global Challenge- framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management-Peter J Dowling, Denise E Welch, Cengage Learning

REFERENCE BOOKS:

1. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
2. International Human Resource Management - Hugh Scullion, Margarel Linehan - Palgrave McMillan, 2005.
3. International HRM, Anne Wit Harzing & Joris Van, Ruysse Veldt, Sage Publication
4. International HRM, Hugh Scullion, Margaret Linehan, Pal grave, 2004

INTERNATIONAL FINANCIAL MANAGEMENT

Sub Code: **10MBAIB466/
10MBAFM426/
10MBABF476**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (4 Hours)

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate.

MODULE 2 (4 Hours)

International flow of funds:- Balance of payments(determination of current account, capital account & ORA)- International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.

MODULE 3 (10 Hours)

International Financial Markets:- Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.

MODULE 4**(10 Hours)**

Forecasting foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects.

MODULE 5**(8 Hours)**

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

MODULE 6**(8 Hours)**

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country. Country risk analysis

MODULE 7**(4 Hours)**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value.

MODULE 8**(8 Hours)**

Long term Asset & Liability management:- Foreign Direct investment – Foreign portfolio investment- International Financial instruments : International Bond & Equity market. Short term Asst & liability management:-Working Capital Policy-Cash management –Receivable Management- Inventory Management- Short term Financing decision – international Banking and money market.

RECOMMENDED BOOKS:

1. Eun & Resnick – International Finance Management --- (Tata McGraw Hill), 4/e
2. Jeff Madura International Finance Management --- (Thomson), 7/e, 2004

REFERENCE BOOKS:

1. P G Apte – International Finance-A Business Perspective – TMH, 1/e
2. V K Bhalla– International Finance Management --- (Anmol)
3. S P Srinivasan & Dr B Janakiram - International Finance Management --- (Biztantra Wiley Dreamtech, 2005)
4. Exchange Rate & International Finance – Copland – Pearson, PHI.

GLOBAL STRATEGIC MANAGEMENTSub Code: **10MBAIB467**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1**(6 Hours)****Introduction to Globalization**

Global development and trends: A management perspective, cultural awareness and implications, cross-cultural management, global strategic skills, team-building skills, organization skills, communication skills, culture, cultural dimension, cross cultural research findings, cross cultural transitions, the global manager

MODULE 2**(7 Hours)****Managing a Global Environment**

Assessing the political, economic, legal and technological environment – global business environment – trading blocks, information technology, work force diversity, the global managers role, political environment – political risk and its assessment, managing political risk and economic risk, legal and regulatory environment, regulation

of trade and investment, technological environment and global shifts in production - E business, telecommunication, outsourcing and off shoring, ethics and social responsibility around the world, corporate social responsibility.

MODULE 3

(7 Hours)

The cultural context of global management

Meaning and dimensions of culture, understanding the role of culture, culture and its effects on organization, managing across cultures, organizational cultures and diversity, communicating across cultures, cross cultural negotiation and decision making.

MODULE 4

(8 Hours)

International strategic management

Strategic planning - formulating strategy, international functional strategies, managing political risk and negotiations, organizing international operations – organizational structure, decision making and control systems

MODULE 5

(6 Hours)

Implementation of strategy

Strategy implementation, management of change, organizational culture and strategy implementation, leadership and strategy implementation

MODULE 6

(7 Hours)

Global Organizational Behaviour & Human Resource Management

Motivation across cultures, Leadership across cultures, Human Resource selection and repatriation, training for global operations, labour relations and industrial democracy, strategic management of international labour relations.

MODULE 7

(8 Hours)

Developing a Global Management Cadre

Preparation, adaptation and repatriation, global management teams, the role of women in international management, global multiculturalism, managing diversity, working within local labour relations systems

MODULE 8

(7 Hours)

The challenges in Global Management

Developing co-ordination and control – The organizational challenge, creating and leveraging knowledge – The world wide learning challenge, managing across boundaries: the collaborative challenge, building multi dimensional capabilities: the management challenge, preparing for the future, evolution of the transnational corporations.

RECOMMENDED BOOKS:

1. Helen Deresky – International Management – PHI, 2007.
2. Phillipe Lessere – Global Strategic Management –Macmillan, 2007

REFERENCE BOOKS:

1. Richard Mead – International Management – Cross cultural dimensions –Blackwell Publishers.
2. R N Sanyali – International Management – A Strategic Perspective – PHI
3. Seth – Global Management Solutions – Thomson Learning, 2007.
4. Stewart R Clegg – Global Management – Sage Publications, 2006

INTERNATIONAL MARKETING MANAGEMENT

Sub Code: **10MBAIB468/10MBAMM418**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1

(7 Hours)

Framework of international marketing:

Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies

Global e-marketing: The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.

MODULE 2**(8 Hours)****Developing a global vision through marketing research:**

Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

Social and Cultural Environment: Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural Environment on Marketing Industrial and Consumer Products

MODULE 3**(7 Hours)****Global marketing management – planning and organization:**

Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition
Products for consumers in global markets – product development – product adaptation – product standardization – marketing of services – green marketing and product development

MODULE 4**(6 Hours)****Products and services for consumers:**

Quality – products and culture – analyzing product components for adaptation– marketing consumer services globally – brands in international markets

Products and services for businesses

Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

MODULE 5**(8 Hours)****Licensing, Strategic Alliances, FDI:**

Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies.

Global Distribution

Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design

International retailing

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

MODULE 6**(7 Hours)****Pricing decisions:**

Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – INCO terms – preparation of quotations.

Promotion Decisions

Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

MODULE 7**(6 Hours)****Recent trends in India's foreign trade:**

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

Globalization in India, Opportunities, Constraints and Initiatives

India - A Hub for Globalization, Globalization in India - Post Liberalization, India's Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization, Government Initiatives needed to foster globalization

MODULE 8 (2 Hours)

The future of global marketing: Six major changes in global marketing

Case studies (5 Hours)

RECOMMENDED BOOKS:

1. International Marketing – Cateora, Graham – TMH 12/E, 2005
2. Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e

REFERENCE BOOKS:

1. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw – Biztantra, 4/e
2. International Marketing – Varshney, Bhattacharya – S Chand
3. International Marketing – Francis Cherunillam – HPH, 7/e, 2004
4. International Marketing – Michael Czinkota, Ilkka A Ronkainen – Thomson, 8/e,

RECOMMENDED BOOKS FOR CASE STUDIES:

1. International marketing -Analysis and strategy -Sak Onkvisit and John J. Shaw, 1/e, Biztantra
2. International Marketing- Rajagopal/ Vikas publications/1e

BANKING AND FINANCE AREA

TREASURY AND RISK MANAGEMENT

Sub Code: **10MBABF475**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (4 Hours)

Introduction to treasury management – Objectives – Concept – Functions of integrated treasury – Process of Globalization – Evolving role of Treasury as profit centre - Organization of treasury

MODULE 2 (8 Hours)

Treasury products – Short term funds and investment management – Financial marketing – Money market – Capital market – Call money – Government securities – REPOs – Certificate of deposits – Rediscounting bills - Commercial papers – Foreign Exchange Markets & treasury – Linkage of domestic operations with foreign operations.

MODULE 3 (8 Hours)

Liquidity planning and managing cash assets – Measurement of liquidity – Objectives of cash management - Reserve with Central banks - Managing float – Managing correspondent balances – Liquidity planning – Traditional liquidity measures

MODULE 4 (4 Hours)

Risk Management: Introduction – Definition of risk and risk management – Risk management process – Risk identification, measurement, monitoring and control – Types of risks – Business risk - Credit risk - Market risk - Earning risk - Liquidity risk - Operational risk - Control risk - Capital.

MODULE 5 (12 Hours)

Interest rate risk and management – Factors influencing interest rates – Theories on interest rates – Liquidity Adjustment Facility (LAF) – Fixed income securities – pricing – Valuation - Yield on fixed income securities – Bond theorems – Interest rate risk – Duration and immunization – Bond Portfolio Management.

MODULE 6 (4 Hours)

Measuring interest rate risk with Gap and earning sensitivity – Duration GAP analysis – Simulation technique.

MODULE 7 (8 Hours)

Financial futures – Forwards - FRA and interest rate swaps – Cross currency swaps – Options – Caps - Floors and Complex swaps for managing interest rate risk – Foreign Exchange risk management using derivatives.

MODULE 8 (8 Hours)

Credit risk – Management in banks – Credit risk rating – Credit rate portfolio management – Asset liability management in banks – Asset liability management – Bank Balance Sheet – Components of assets/ liabilities and their management – ALM implementation – RBI guidelines.

RECOMMENDED BOOKS:

1. IIBF, “Risk Management” Macmillan, New Delhi.
2. Bhaskaran, R. “An Introduction to Fund and Investment Management in Banks” Bankers Institute of Rural development, Lucknow.

REFERENCE BOOKS:

1. IIBF, “Bank Financial Management”
2. Bagchi, S.K. “Credit Risk Management.” Jaico Publishing House, Mumbai.
3. Rose, Peter. “Commercial Bank Management” 5th Edition, Texas A & M University College Station.
4. Chance. “Introduction to Derivatives & Risk Management” Thomson Learning, New Delhi.

INTERNATIONAL FINANCIAL MANAGEMENT

Sub Code: **10MBABF476**

IA Marks: 50

10MBAIB466/

10MBAFM426

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (4 Hours)

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate.

MODULE 2 (4 Hours)

International flow of funds:- Balance of payments(determination of current account, capital account & ORA)- International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.

MODULE 3 (10 Hours)

International Financial Markets:- Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.

MODULE 4 (10 Hours)

Forecasting foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects.

MODULE 5 (8 Hours)

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

MODULE 6 (8 Hours)

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country. Country risk analysis

MODULE 7 (4 Hours)

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value.

MODULE 8 (8 Hours)

Long term Asset & Liability management:- Foreign Direct investment – Foreign portfolio investment- International Financial instruments : International Bond & Equity market. Short term Asst & liability management:-Working Capital Policy-Cash management –Receivable Management- Inventory Management- Short term Financing decision – international Banking and money market.

RECOMMENDED BOOKS:

1. Eun & Resnick – International Finance Management --- (Tata McGraw Hill), 4/e
2. Jeff Madura International Finance Management --- (Thomson), 7/e, 2004

REFERENCE BOOKS:

1. P G Apte – International Finance-A Business Perspective – TMH, 1/e
2. V K Bhalla– International Finance Management --- (Anmol)
3. S P Srinivasan & Dr B Janakiram - International Finance Management --- (Biztantra Wiley Dreamtech, 2005)
4. Exchange Rate & International Finance – Copland – Pearson, PHI.

LEGAL ASPECTS OF BANKING & INSURANCE

Sub Code: **10MBABF477**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (9 Hours)

Legal framework of regulation of banks – Control over organization of banks – Regulation of banking business- Returns- Inspection and winding up – Banking Regulation Act, 1949 - RBI Act, 1934.

MODULE 2 (9 Hours)

Legal aspects of banking operations – Responsibility of paying banker- Collecting banker - Indemnities- Bank Guarantees- Letters of Credit – Bill Finance

MODULE 3 (7 Hours)

Law relating to securities and modes of charging – Types of borrowers – Types of credit facilities – Secured & unsecured loans – Registration and satisfaction of charges

MODULE 4 (10 Hours)

SARFAESI Act, 2002: Introduction – Securitization of financial assets – Enforcement of security interest – Banking Ombudsman Scheme, 2002- Procedure for redressal of grievances – Arbitration procedure- Conciliation

MODULE 5 (5 Hours)

Recovery of assets due to Banks and FIs Act, 1993- Tribunal and appellate tribunals – Provisions and procedure of tribunals – Bankers Book Evidence Act 1891 – Consumer Protection Act, 1986

MODULE 6 (5 Hours)

Insurance Contract Analysis – Claims Negotiation – Understanding contracts structure – Standard contract provisions of Life Insurance

MODULE 7 (6 Hours)

Legal aspects of Insurance Act 1938 – Indian contract Act 1872 – Consumer Protection Act, 1986 – Insurance Ombudsman – Contract of agency - Re-Insurance and Double-Insurance

MODULE 8 (5 Hours)

Insurance Documents – Insurance forms –Proposal forms – Cover Notes – Certificate of Insurance – Policy Forms – Endorsements – Other Documents

RECOMMENDED BOOKS:

1. IIBF, “Principles of Banking” Macmillan, New Delhi.
2. IIBF, “Legal Aspects of Banking Operations” Macmillan, New Delhi.

REFERENCE BOOKS:

1. Srivastava P. K. “Banking Theory& Practice” Himalaya publishing House, Mumbai.
2. Natarajan and Gorden. “Banking Theory Law and Practice”

STRATEGIC CREDIT MANAGEMENT

Sub Code: **10MBABF478**

IA Marks: 50

No. of Lecture Hrs / Week: 04

Exam Hours: 3 Hours

Total no. of Lecture Hours: 56

Exam Marks: 100

MODULE 1 (8 Hours)

Credit management in banks-Screening of applications-Appraisal of credit-Sanction limit- Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms.

MODULE 2 (8 Hours)

Over view of credit policy and loan characteristics-The credit process –Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis-Cash flow analysis- Projections- Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis- Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances.

MODULE 3 (5 Hours)

Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates

MODULE 4 (6 Hours)

Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities-Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities

MODULE 5 (7 Hours)

Agricultural finances and Retail lending- Crop loans- Crop insurance schemes- Dairy- Sericulture- Poultry- Animal husbandry – Horticulture – Gobar gas – Kissan credit cards – NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing

MODULE 6 (8 Hours)

Financing to small scale industries and large scale industries- Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finances- Turnover method – Modified version of

MPBF – Cash budget approach- Long term finance-Project financing –Industrial sickness and BIFR.

MODULE 7

(5 Hours)

Import and export credit- ECGC- EXIM Bank – Venture capital financing –Documentation for credit extension – Charge creation – Law of limitation

MODULE 8

(9 Hours)

NPA management – Introduction- Identification of NPA's- CC-OD-Term loans-Bills purchased-Other accounts-Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel II – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPA's-Rehabilitation of sick NP units – Recovery of NPA's- Compromise and negotiated settlements- Securitization of Debts-Credit derivatives - Credit portfolio management (concentration risks)

RECOMMENDED BOOKS:

1. W. Koch Scott, Timothy. "Bank Management" Thomson Learning, New Delhi.
2. Shekar and Shekar "Banking Theory and Practice" Vikas Publishing House, New Delhi.

REFERENCE BOOKS:

1. Vishwanathan R. "Industrial Finance" Macmillan, New Delhi.
2. IIBF, "Risk Management" Macmillan, New Delhi.
3. Prasad K, Nirmala and Chandradas. "Banking and Financial System" Himalaya Publishing House, Mumbai.
4. Cade, Eddic. "Managing Banking Risks" Woodhead Publishers, England