

**MASTER OF BUSINESS ADMINISTRATION REGULAR (DAY) COURSE**  
**Revised syllabus (with effect from 2007-2008)**

**CREDITS**

The university uses the concept of credits and one credit is equivalent to 10 class room contact hours.

**COURSE MATRIX**

**FIRST SEMESTER – BASIC SUBJECTS**

PAPER	SUBJECT	CREDIT	I.A	U. E	TOTAL MARKS
1.1	Managerial Communication	6.0	25	75	100
1.2	Accounting for Managers	6.0	25	75	100
1.3	Organisation Behaviour	6.0	25	75	100
1.4	Managerial Economics	6.0	25	75	100
1.5	Bumastics	6.0	25	75	100
1.6	Information Technology for Business	6.0	25	75	100
1.7	Business Perspectives	6.0	25	75	100
<b>TOTAL</b>		<b>42.0</b>	<b>175</b>	<b>525</b>	<b>700</b>

**SECOND SEMESTER – CORE SUBJECTS**

PAPER	SUBJECT	CREDIT	I.A	U. E	TOTAL MARKS
2.1	Research Methodology & Technical Writing	6.0	25	75	100
2.2	Financial Management	6.0	25	75	100
2.3	Production and Operations Management	6.0	25	75	100
2.4	Human Resource Management	6.0	25	75	100
2.5	Marketing Management	6.0	25	75	100
2.6	Quantitative Methods & Operations Research	6.0	25	75	100
2.7	Legal Aspects of Business	6.0	25	75	100
<b>TOTAL</b>		<b>42.0</b>	<b>175</b>	<b>525</b>	<b>700</b>

**THIRD SEMESTER – CORE SUBJECTS & SPECIALISATIONS**

PAPER	SUBJECT	CREDIT	I.A	U. E	TOTAL MARKS
3.1	Entrepreneurship Development	6.0	25	75	100
3.2	Business Ethics & Corporate Governance	6.0	25	75	100
3.3	Electives 1 from specialisation	6.0	25	75	100
3.4	Electives 2 from specialisation	6.0	25	75	100

3.5	Electives 3 from specialisation	6.0	25	75	100
3.6	Electives 4 from specialisation	6.0	25	75	100
3.7	Electives 5 from specialisation	6.0	25	75	100
	Internship Report and Viva-Voce	3.0	-	-	50
<b>TOTAL</b>		<b>42.0</b>	<b>175</b>	<b>525</b>	<b>750</b>

#### **FOURTH SEMESTER – CORE SUBJECTS & SPECIALISATIONS**

<b>PAPER</b>	<b>SUBJECT</b>	<b>CREDIT</b>	<b>I.A</b>	<b>U. E</b>	<b>TOTAL MARKS</b>
4.1	Strategic Management	6.0	25	75	100
4.2	International Business	6.0	25	75	100
4.3	Electives 1 from specialisation	6.0	25	75	100
4.4	Electives 2 from specialisation	6.0	25	75	100
4.5	Electives 3 from specialisation	6.0	25	75	100
4.6	Electives 4 from specialisation	6.0	25	75	100
4.7	Electives 5 from specialisation	6.0	25	75	100
	Dissertation	12.0	-	-	200
	Dissertation Viva-Voce	0.0	-	-	50
<b>TOTAL</b>		<b>42.0</b>	<b>225</b>	<b>525</b>	<b>950</b>

#### **ELECTIVES TO BE OFFERED IN III & IV SEMESTERS**

1. Agri-Business management
2. Bank Management
3. Entrepreneurship
4. Finance
5. Human Resource Management
6. Information Technology
7. Insurance & Risk Management
8. International business
9. Management of NGO's & NPO's
10. Manufacturing management
11. Marketing

12. Services Management
13. Event & Media Management
14. Rural Management

**THE UNIVERSITY RESERVES THE RIGHT TO OFFER OR NOT TO OFFER ANY OF  
THE ELECTIVES LISTED ABOVE**

**SPECIALISATION**

A stream of electives will be offered. These will be developed and updated from time to time. To qualify for a specialization in a stream, a student will have to take a minimum of 5 elective courses in a stream to qualify for a specialization area. This will facilitate students to specialize in more than one stream of specialization. A student, however, can choose such combinations which will help him / her to have dual specialization depending on the courses offered in the specialization scheme. A student who fails to choose at least five papers in one of the electives shall not be eligible for any specialization.

**LESSON PLAN AND COURSE OUTLINE**

The faculty members concerned will be required to make a course outline available to the students. This should cover objectives of course, methodology to be adopted, session wise details of topics, required readings, additional readings, case studies and assignments of course.

**SELF DEVELOPMENT AND ENRICHMENT (NON CREDIT) COURSES TO DEVELOP  
SOFT SKILLS**

The Institutions are required to offer the following non credit courses in order to enhance soft skills among the students. Although there is no examination for these courses it is very essential to keep a record of the performance of the student in the such courses offered and colleges shall send a report and teaching plan to the Director, CBSMS Bangalore University, Bangalore for information.

- Introduction to communications, Inter personal skills
- Listening skills
- Group communications, team work, Interviews
- Writing skills – letters, memos, reports

- Writing skills – persuasion, marketing, CVs
- Stress management
- Public speaking skills – Stage fear, eye contact and preparation
- Public speaking skills – Voice, modulation, gestures and postures
- Power point and presentation skills
- Use of Graphics, slides, video and audio
- Negotiations and Conflict management
- Rapid reading skills
- Meetings, agenda, minutes and conducting meetings
- English language and relevance to business communications
- Corporate and cyber communications

## **MANAGERIAL COMMUNICATION**

### **OBJECTIVES:**

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

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### **MODULE - 1**

**COMMUNICATION IN BUSINESS:** Importance of Communication Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference Between Oral and Written Communication

### **MODULE - 2**

**ORAL COMMUNICATION:** Fundamentals of Oral Communication: Introduction, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Messages, Public Speaking, and Presentation of Reports, Power point presentation, body language, non-verbal, facial expressions, communication and emotional intelligence, creativity in oral communication,

persuasive communication, communication through organizing various events like conferences, committee meeting, press meets, seminars, fests and the like.

### **MODULE - 3**

**REPORT WRITING:** Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication.

### **MODULE - 4**

**BUSINESS COMMUNICATION:** Writing Commercial Letters: Business Letter Format, Types of Letter – Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, E- Mail Messages, Proposals, Technical Articles, Telegrams, Telex Message, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication, Negotiation Skills.

### **MODULE-5**

**ROUTINE CORRESPONDENCE:** circulars, drafting notices, handling complaints, evaluating interview performance, articles, formal invitations, proforma for performance appraisal, letters of appointment, captions for advertising, company notice related shares, dividends, MoA, AoA, Annual Reports, Minutes of Meeting, action taken report on previous resolution.

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### **BOOKS RECOMMENDED**

1. Scot Ober, Contemporary Business Communication, Biztantra
2. Bovee, Thill and Schatzman, Business Communication today, Pearson
3. Nageshwar Rao and Rajendra Das, Business Skills, HPH
4. Mary ellen Guffy, Business Communication, Thomson
5. M Ashraf Rizvi, Effective Technical Communication, TMH
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford
7. Micheal Osborn and Suzanne Osborn, Public Speaking, Biztantra
8. John Seely, Oxford Writing and Speaking, Oxford
9. Parag Diwan, Business Communication, EB

## **ACCOUNTING FOR MANAGERS**

### **OBJECTIVES**

To enable the students gain knowledge about concepts, principles and techniques of accounting and to enable the students use financial and cost data in planning, decision making and control.

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### **MODULE: 1**

Introduction to financial accounting, uses and users of accounting information, generally accepted accounting principles and the accounting environment, the role of accounting in capital market and corporate governance. Recording of business transaction, classification of commonly used accounts, the double entry system, journal, Ledger and trail balance.

### **MODULE: 2**

Measurement of Business Income and Financial position, preparation of Profit and loss account, balance sheet, understanding of corporate Financial Statements in annual reports.

### **MODULE: 3**

Valuation of Fixed assets, depreciation accounting, valuation of inventories (as per respective accounting standards issued by Accounting Standard Board of Institute of Chartered Accountants of India)

**MODULE: 4**

Financial statement analysis, objectives, standards of comparisons, sources of information, Techniques of financial statements analysis: Ratio analysis, du-pont analysis, Trend analysis, common sized analysis, fund flow statements, cash flow statements. (As per AS-3)

**MODULE: 5**

Introduction to cost accounting, concepts and classification, standard costing and variance analysis, budgetary control, absorption costing and marginal costing, applications of Marginal Costing, Cost-volume – profit analysis, Concepts of Target costing, activity based costing and life cycle costing.

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**BOOKS RECOMMENDED**

1. R. Narayanaswamy, Financial Accounting, PHI
2. Nitin Balwani, Accounting and Finance, EB
3. Dr. Jawaharlal, Accounting for Management, HPH
4. Khan and Jain, Management Accounting, TMH
5. Louderback and Holmen, Managerial Accounting, Thomson
6. Ambrish Gupta, Financial Accounting for Management, Pearson
7. Robert Anthony, David Hawkins and Kenneth Merchant, Accounting, TMH
8. James Stice and Michael Diamond, Financial Accounting, Thomson
9. Tulsian, Financial Accounting, Pearson
10. Warren Reeve Fess, Financial Accounting, Thomson
11. Bannerjee, Financial Accounting, EB

## **ORGANISATIONAL BEHAVIOUR**

**OBJECTIVES**

To enhance understanding of the dynamics of interaction between individual and the organisation facilitate a clear perspective to diagnose and effectively handle human behavior issues in organizations and Develop greater insight into their own behavior in interpersonal and group team situations. And Acquire skills in influencing people in organizations, to provide to the students a Foundation of knowledge in organizations and help them to become aware of the influence of organisation, structure on the attitudes behavior performance of people working in organizations.

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**MODULE-1**

Organizational Behavior and Management functions of management. What Manager do elements of an organisation, role of a manager in an organisation, why study organizational behavior, an organizational behavior model, learning organizations.

**MODULE 2**

Foundations of individual behavior; Personality, shaping of personally, determinants of personality. The self concept, self esteem and self efficiency, perception, perceptual process, managing the perceptual process, Learning Process, Reward System and Behavioral management, The Theoretical process of learning, Principles of Learning, Reward and Punishment, Organizational Reward Systems

#### **MODULE 4**

Attitude formation, functions, change of attitudes, values, types of attitudes

#### **MODULE 5**

Management of Motivation: Motivation in work settings managerial issues and challenges. Theories, Maslows Need theory, K McGregor theory X&Y, Hertzberg's Motivation hygiene theory, Vroom's Valance and instrumentality.

#### **MOLDULE 6**

Team Building and group dynamic, working teams and team effectiveness. Intra team dynamics, influence of the group on individual group decision making, inter group relations collaboration, conflict management and Change Management.

#### **MODULE 7**

Dynamics of managerial leadership, what is leadership, transition of leader ship theories, leadership, theories, power and politics leadership and management change

#### **MODULE 8**

Behavior structure, process & Design: the course mainly connected with nature of management – Introduction to organizations the structural Perspectives, dimensions of structure.

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#### **BOOKS RECOMMENDED**

1. Uday Pareekh, Organizational Behaviour, Oxford
2. Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI
3. Fred Luthans, Organizational Behaviour, TMH
4. Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson
5. P Subba Rao, Management of Organizational Behaviour, HPH
6. Gregory Moorhead and Ricky Griffin, Organizational Behaviour, Biztantra
7. Debra Nelson and James Quick, Organisational Behaviour, Thomson
8. PG Aquinas, Organization Behaviour, EB

## **MANAGERIAL ECONOMICS**

#### **COURSE OBJECTIVE**

The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques. The course covers the standard topics of managerial economics that are crucial to understanding the behavior of business firms in a global setting.

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#### **MODULE 1: NATURE, SCOPE AND METHODS OF MANAGERIAL ECONOMICS**

Scarcity, choice and allocation problems in business. Basic factors in business decision making: Marginalism, Equi-marginalism, and Opportunity cost principle, Risks and uncertainties, Time value of money. Use of quantitative techniques in managerial economics: Mathematical functions, derivatives, optimization principles and statistical techniques.

#### **MODULE 2: DEMAND ANALYSIS, ESTIMATION AND FORECASTING**

Demand theory. Types of demand. Demand elasticity: Types, measurement and factors. Elasticity of demand and marginal revenue. Uses of elasticity concept in business decision making. Estimation of Demand function. Demand forecasting: Importance and methods. Qualitative and quantitative techniques.

#### **MODULE 3: PRODUCTION ANALYSIS**

Production functions with one-variable and two-variable inputs. Returns to a factor and returns to scale. Isoquants, isocost curves and ridgelines. Optimum factor combination. Elasticity of output and Elasticity of substitution. Empirical production functions. Forms of Production function. Cobb-Douglas and CES production functions. Production possibility analysis. Optimum product mix of a multi-product firm.

#### **MODULE 4: COST AND REVENUE ANALYSIS**

Cost theory and its applications: Types of costs. Theoretical and Empirical cost curves. Short-run and long-run cost curves. Derivation of cost functions from production functions. Empirical estimation of cost functions. Economies of scale versus economies of scope. Optimum firm. Learning curve. Cost control and cost reduction. Revenue concepts and functions. Break-even analysis.

#### **MODULE 5: MARKET STRUCTURE AND PRODUCT PRICING**

Features of and pricing-output decisions in perfect competition, monopoly, oligopoly and monopolistic competition. Equilibrium of the firm and of industry under different market conditions. Degree of monopoly power. Discriminating monopoly. Welfare triangle. Pricing methods and practices of modern business firms: Cost-based and demand-based pricing strategies.

#### **MODULE 6: THEORIES OF THE FIRM AND PROFIT**

Alternative objectives of the firm. Profit maximization versus sales maximization objectives. Traditional, behavioral and managerial theories of the firm. Accounting profit versus Economic Profit. Theories of Profits.

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#### **BOOKS RECOMMENDED**

1. Atmanand, Managerial Economics, EB
2. Sk Misra and VK Puri, Indian Economy, HPH
3. Dominick Salvatore, Managerial Economics, Thomson
4. Damodaran, Managerial economics, Oxford
5. Keating and Wilson, Managerial Economics, Biztantra
6. Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person
7. Chirstopher Thomas and Charles Maurice, Managerial Economics, TMH
8. Mankar, Business Economics, McMillan
9. Paul Keat and Philip Young, Managerial Economics, Pearson

### **BUSINESS MATHEMATICS AND ANALYTICS**

#### **OBJECTIVE**

The course facilities the students to develop and hone statistical skills for managerial decision making

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#### **MODULE 1**

Mathematical basis for managerial decision making, Matrices, Functions linear, quadratic exponential applications, Differentiation, Maxima & Minima Emphasis on cost and revenue functions, Fundamentals of integration, Ratio and Proportion.

#### **MODULE 2**

Business Statistics and scope, Application of Statistics in Managerial Decisions making, Definition of Statistics, Measures of Central tendency, dispersion, Skew ness & Kurtosis -interpretation and business applications.

#### **MODULE 3**

Probability Theory-meaning and importance, Theorems of probability, conditional probability, joint probability, Baye's Theorem, Random variable, expectation and variance of random variable, Probability distributions-binomial, Poisson, normal and exponential with business application



## **MODULE 4**

Decision Theory, Decision Tree, Decision making under certainty, uncertainty and risk, Bayesian approach

## **MODULE 5**

Sampling, sampling distributions, Introduction to central limit theorem Estimation, confidence interval, Hypothesis testing -basic concept, Hypotheses testing for mean and proportions for small and large samples, ANOVA ONE WAY AND TWO WAY, NON parametric tests, Chi square, sign test, run test, median test rank sum test, Kruskal Walkusm K.S test, Mann Whitney test.

## **MODULE 6**

Index Numbers construction and application, Tests of consistency, Correlation analysis, Methods of correlation analysis, Lag and lead in correlation, Multiple Correlation, Regression analysis Linear and multiple regression, Introduction to regression model building via SPSS, Introduction to time series- secular trend and applications

### **BOOKS RECOMMENDED**

1. Mittal, Sathyaprasad and Pradeep Rao, Mathematics and Statistics for Management, HPH
2. Azel and Sounderpandian, Complete Business Statistics, TMH
3. JK Sharma, Business Statistics, Pearson
4. RS Bhardwaj, Mathematics for Economics and Business, EB
5. RP Hooda, Statistics for Business and Economics, McMillan
6. GC Beri, Business Statistics, TMH
7. BR Dey, Managerial Statistics, McMillan

## **INFORMATION TECHNOLOGY FOR BUSINESS**

**OBJECTIVES:** The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes and decision making.

**COMPUTER HARDWARE AND SOFTWARE:** Application and Systems Software, introduction to Programming and their Classification.

### **INFORMATION SYSTEMS AND STRATEGIC IMPLICATIONS**

Data information systems, difference between data and information, information system activities and resources, system approaches, organizational sub-systems, support system, systems applications in strategy building.

**FUNCTIONAL AND ENTERPRISE SYSTEMS:** Management Information Systems, Types of Operating Systems – functional and cross functional system, organizational sub systems - Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems, e-CRM, SCM, KMS, ERP and BPR.

**INTRODUCTION TO E-BUSINESS:** Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business

Applications on Intranet, Extranets. Electronic Data Interchange - Components of Electronic Data Interchange and Electronic Data Interchange Communication Process.

## **DATA AND SYSTEMS INTERFACE**

Database Management Systems, Systems Analysis and Design

## **DECISION SUPPORT SYSTEM**

DSS and ES, Software for Decision Support, Group Decisions making, Enterprise wide computing, object oriented analysis and design

## **ETHICAL AND SECURITY ISSUES IN INFORMATION TECHNOLOGY**

Need for security, security techniques – firewalls, encrypting, cyber terrorism and other measures preventing misuse of IT.

**PRACTICAL:** MS Office, Excel, PowerPoint, SPSS.

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### **BOOKS RECOMMENDED**

1. Ralph Stiar and George Reynolds, Fundamentals of Information technology, Thomson
2. Introduction to Information Technology, Pearson
3. Williams and Sawyer, Information Technology, TMH
4. Carroll Frenzel and John Frenzel, Management Information Technology, Thomson
5. Wanan Jawadekar, Management Information Systems, TMH
6. Ashok Arora and Akshya Bhatia, Management Information systems, EB
7. Mahadeo Jaiswal and Monika Mital, Management Information System, Oxford

## **BUSINESS PERSPECTIVES**

### **OBJECTIVES:**

The course aims to provide basic concepts and knowledge with regard to a business enterprise and its various functional areas.

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### **MODULE - I**

Introduction: Concept, Nature and Scope of Business; forms of business enterprise  
Concept of business as a system; Business and Environment Interface; Business objectives; Business Ethics and Values; Code of Conduct and Corporate Governance.

### **MODULE -2**

Key indicators of economic perspectives; Gross Domestic product, sectoral shares, agricultural output, electricity generation, rate of inflation, money supply, foreign trade, forex reserves, exchange rates, economic infrastructure, social indicators.

### **MODULE 3**

Industrial and regulatory perspective of business: Regulatory role of government impact of political environment on business–industrial policy and performance –public sector – privatization –government and business interface –trends industrial production , industrial diversification – SMEs policy and development – incentives for SSIs, Industrial Sickness, Role of BIFR and status of entrepreneurship India

### **MODULE 4**

Social and technological perspectives: Social responsibilities of business, environmental cost audit –Technology policy technology transfer, energy recourse management, R&D environment, incentives for technological research, information system for technology development.

### **MODULE 5**

Monetary and fiscal perceptives: Monetary policy, impact on business, Instruments of monetary policy, fiscal policy, union budget, state budget, finances of union and state and finance commissions.

### **MODULE 6**

Global environment: Meaning and levels of globalization, factors influencing globalization, effected of globalization, concept of MNCs and TNCs- International business salient features of exim policy, international business risk, recent growth trends in major industrial segments.

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#### **BOOKS RECOMMENDED**

1. Suresh Bedi, Business Environment, EB
2. Francis Cherunilam, Business environment, HPH
3. Saleem, Business Environment, Pearson
4. Justin Paul, Business Environment, TMH
5. Raj Agarwal, Business Environment, EB
6. Adhikary, Global Buisness Management, McMillan
7. Palle Krishna Rao, WTO, EB

## **RESEARCH METHODOLOGY & TECHNICAL WRITING**

### **OBJECTIVES:**

The objective of this course is to develop the research skills of students in investigating the research problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. They are also expected to learn basic statistical tools of analysis to sharper their research studies.

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### **MODULE 1**

Meaning and significance of Research in Management, Different Approaches to research – Scientific method and non scientific Methods, Types of research – Historical studies, case studies, survey and experimental studies, criteria for good research, the manager and researcher relationship.

### **MODULE 2**

Formulation of research problem, Defining research problem, Generating research hypothesis, Research process, Research Design, Classification of research designs, Need for Research design, Features of good research design, Research proposal

### **MODULE 3**

Sampling Techniques, Steps in sampling, Types of sample Design – probability and Non Probability sampling designs, size of sample, sampling errors, concept of Measurement and scaling, Scaling techniques, characteristics of sound measurement.

### **MODULE 4**

Sources of data – primary vs. secondary data, sources of primary data – observation, Interview methods, survey method, questionnaire construction and design.

## **MODULE 5**

Processing of Research data – Editing, coding, classification and Tabulation.

## **MODULE 6**

Hypothesis testing – Null and alternate hypothesis, level of significance, one and two sample tests, Measures of central tendency, Measures of variation, Measures of Dispersion and skewness, Test of randomness, correlation and Regression analysis, ANOVA, Discriminate Analysis, cluster Analysis, Data Analysis by software packages.

**MODULE 7** Technical Report writing, Types of reports objectives and function of report formal and informal, report writing process, target audience, pre-research proposals, progress reports, final reports, guidelines for effective writing, Research report format, Presentation of a report, Persuasive nature of reports, Reports for Decision Making, technical proposal, instructions manuals, precis writing and reporting committee findings.

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### **BOOKS RECOMMENDED**

1. OR Krishnaswami & Rangantham, Methodology of Research, HPH
2. Donald Cooper and Pamela Schindler, Business Research Methods, TMH
3. Dipak Kumar Bhattacharyya, Research Methodology, EB
4. KN Krishnaswamy, Sivakumar and Mathirajan, Management Research Methodology, Pearson
5. Wiilam Zikmund, Business research Methods, Thomson
6. Panneerselvam, Research Methodology, PHI
7. Daniel Riordan and Steven Pauley, Technical Report Writing Today, Biztantra
8. Alan Bryman and Emma Bell, Business Research Methods, Oxford
9. William Trochim, Research Methods, Biztantra

### **FINANCIAL MANAGEMENT**

**OBJECTIVE:** To provide a strong conceptual foundation for corporate finance and an overview of the global and Indian context.

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#### **MODULE – 1:**

**INTRODUCTION TO FINANCIAL MANAGEMENT:** Scope, Objectives, Functions, Role of Financial Manager, Interface of Financial Management with other functional areas, the financial environment: Markets and Institutions.

#### **MODULE – 2:**

**FUNDAMENTAL CONCEPTS IN FINANCIAL MANAGEMENT:** Risk and Return trade off, Risk in a portfolio context, Measuring portfolio Risk, Capital Asset pricing model, Time value of money, Valuations of bonds and stocks.

#### **MODULE – 3:**

**INVESTMENT DECISIONS:** Nature and importance of capital budgetary process, Basic principles in estimating costs and benefits of investments, Appraisal criteria – pay back period, Average rate of return, Net present value, Benefit cost ratio, Internal rate of return, Risk analysis in capital budgeting.

#### **MODULE – 4:**

**COST OF CAPITAL AND SOURCES OF FINANCE:** Cost of debt, Cost of Equity and reserves, Cost of preferred stock, weighted average cost of capital, Factors affecting cost of capital. Long term financing: shares, Debentures, Warrants, Term loans, Lease financing, Hybrid financing, Venture capital financing.

#### **MODULE – 5:**

**CAPITAL STRUCTURE:** Introduction, Factors affecting capital structure, Features of an optimal capital structure, Capital structure theories: Net income approach, Net operating income approach, Miller Modigliani propositions I and II, Leverages: Operating, Financial and Combined, Leverage and firm value.

**MODULE – 6:**

**DIVIDEND POLICY:** Introduction, Dividend decisions and valuation of firms, Determinants of dividend policy, Dividend theories – relevance and irrelevance: Walter, Garden and M M Hypothesis, Bonus issues, stock split, Buy back of shares, Tax issues.

**MODULE – 7:**

**WORKING CAPITAL MANAGEMENT AND FINANCING:** Meaning, Importance, Concepts at working capital, Determinants, Managing various components of working capital, Tools for analysis and managing working capital, Credit management.

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**BOOKS RECOMMENDED**

1. Prasanna Chandra, Financial Management, TMH
2. Khan and Jain, Basic Financial Management, TMH
3. James Van Horne and John Wachowicz, Financial Management, Pearson
4. Brigham & Houston, Fundamentals of Financial Management, Thomson
5. Paresh P Shah, Financial Management, Biztantra
6. Ashok Banerjee, Financial Management, EB
7. Prasanna Chandra, Fundamentals Financial Management, TMH
8. John Wild, Subramanyam & Robert Halsey, Financial Statement Analysis, TMH

## **PRODUCTION AND OPERATIONS MANAGEMENT**

**OBJECTIVES**

To familiarize the concepts of production and operations management systems and to appraise customer expectations of quality and relationships and to update and Technologies to meet global competition and to understand functions of interrelation departments and decisions involved therein for effective operations management.

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**OPERATIONS MANAGEMENT**

Plant Location Criteria, Plant Layout Types: Product, Process, Cell Layout, Fixed Station, Merits & Demerits: Volume – Variety relationship, Modern Practices of Production Management, Line Balancing, Desired Output, Limited Resources, Product Design Criteria, Work Study, Method Study, Work Measurement, Various Techniques of Method Study and Work Measurement + Problems.

**QUALITY MANAGEMENT**

Inspection V/S Quality: Seven Stages of Quality, ISO 9000 & ISO 14000, Seven Tools of Quality Circles, Pareto Chart, Cause and Effect Diagram, Histogram, Stratification, Scatter Diagram, Control Charts, Check Sheets, Concept of Total Quality Management + Problems, Excellence in all Subsystem Leading to Organisational Excellence, Introduction to SIX SIGMA, QFD and FMEA & POKAYOKE, Vender Development and Vender Quality Rating, Cases – How to improve quality.

**MAINTENANCE MANAGEMENT**

Different Types of Maintenance: Breakdown, Preventive, Predictive, condition Maintaining, Total Productive Maintenance (TPM), Concept of OEE (Overall Equipment Effectiveness) + Problem, Concept of “5S” House Keeping.

**PLANNING**

Material Requirement Planning (MRP), Enterprise Resource Planning (ERP), Production Planning and Control, Master Production Scheduling, Yearly Planning – to Quarterly- to Monthly – to Weekly – to Daily, Capacity Planning and Assessment, Line of Balance, Cost Control V/S Cost Reduction, Concept of Value Engineering.

### **MATERIAL MANAGEMENT**

Inventory Management: RMC Inventory, ABC Analysis, JIT, Lead-time Management, Pareto Principles. WIP: Lean Manufacturing, Line Balancing, SPC. FGS: Push V/S Pull System, Advantages of Pull System. Spares: EOQ & Breakeven Analysis to Reduce Total Inventory Cost, Supply Chain Management & Logistics Management – Introduction.

### **MANUFACTURING TECHNOLOGY**

CIM / CAD Introduction, Automation, Concept of Special Purpose M/C (SPM's), Designing Production Systems at Shop Floor, Work Instructions, Standard Operating Procedure, Monitoring Productivity Measurements, Productivity, Quality, Breakdowns & etc.,

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#### **BOOKS RECOMMENDED**

1. SN Chary, Production and Operations Management, TMH
2. Upendra Kachru, Productions and Operations Management, EB
3. Chunawalla and Patel, Productions and Operations Management, HPH
4. Martin K Starr, Production and Operations Management, Biztantra
5. Mahadevan, Production and Operations Management, Pearson
6. Kansihka Bedi, Productions and Operations Management, Oxford
7. William Stevenson, Operations Management, TMH
8. Norman Gaither and Greg Frazier, Operations Management, Thomson

## **HUMAN RESOURCES MANAGEMENT**

### **OBJECTIVES**

- To prepare the students to understand the changing environment and its implication for managing the Human Resources to achieve the competitive advantage and corporate excellence.
  - To make the students to understand the linkages between corporate vision mission strategies policies and human resources management.
  - To help the students to understand the intricacies o Human Resources management and acquire skills in effectively managing human resources in whatever functional areas of management they would be engaged
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### **MODULE 1**

Environmental context: New economic policy and changing business, technological, socio-economic and political, legal environment structural reforms their implication for HRM in India; response of the management, workers and unions to structural adjustment.

### **MODULE 2**

The Paradigm shifts in people Management, Emergence of Human Resource Management as a distinct model of people management; Union and non union HRM Comparison of conventions models and HRM MODEL; IS HRM possible in India Various obstacles to its implementation, concept of learning organization and knowledge management.

### **MODULE 3**

Concept of Human Resource Management: Meaning, objectives, scope and functions: Perspectives of Human Resource Management; linking corporate strategies and policies with Human Resources Management.

### **MODULE 4**

Human Resource Planning: Concept of Human Resource Planning meaning objectives scope corporate planning and human resource planning process methods and techniques of human resource planning human resource information system

### **MODULE 5**

Resourcing and recruitment, selection and socialization; legal and social constraints on employment

### **MODULE 6**

Human resources development: Concept, meaning, objectives, training and development programmes, human resources development for managers and workers, HRD movement in India – HRD or HRM for total quality management, HRD experiences of different companies.

### **MODULE 7**

Performance management and appraisal: Concept, objectives, philosophy and process, performance appraisal systems, performance coaching and counseling, performance management for team and team appraisal, career planning and management, promotion and transfers.

### **MODULE 8**

Compensation/rewards system: Significance of reward system in business organization, compensation systems, the dilemma of practice, systems of promoting equity compensation/rewards, dearness allowance, employee benefits, bonus, laws on wages, bonus and social security, managerial compensation.

### **MODULE 9**

Labour management relations: Objectives and theories of industrial relations, law on industrial relations, characteristic features of industrial relations in India, state and industrial relations, labour and industrial relations policy, changing nature of industrial relations, collective bargaining-a method of managing employment relations, productivity bargaining.

### **MODULE 10**

Trade unions and trade unionism: Theories of trade unions, trade union law, trade unionism in India, issues and problems, employees associations, managerial unionism

#### **BOOKS RECOMMENDED**

1. VSP Rao, Human Resource Management, EB
2. Wayne F Cascio, Managing Human Resources, TMH
3. Fisher, Schoenfeldt and James Shaw, Human Resource Management, Biztantra

4. Raymond, John, Barry and Patrick, Human Resources Management, TMH
5. Robert Mathis and John Jackson, Human Resource Management, Thomson
6. Gary Dessler, Human Resource Management, Pearson
7. Jyothi and Venkatesh, Human Resource Management, Oxford
8. Angelo DeNisi and Ricky Griffin, Human resource Management, Biztantra
9. Wayne Mondy and Robert Noe, Human Resource Management, Pearson

## **MARKETING MANAGEMENT**

Present to the students an insight into the basic concepts of marketing, Impart an grasp on the crucial topics like market segmentation, buyer behaviour, elements of marketing and marketing strategy and to develop in them application skills towards managerial decision-making based on theoretical knowledge.

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### **MODULE 1: AN INTRODUCTION TO MARKETING AND ITS BASIC CONCEPTS**

Meaning and Scope of Marketing, Fundamental Marketing Concepts, Company orientations towards the Marketplace, Marketing and customer value, Strategic Planning, Marketing plan, Marketing in the Indian Economy, implications.

### **MODULE 2: MARKETING TRENDS**

Scanning the environment, marketing intelligence and information system, Market research system, demand measurement and forecasting, data warehousing, data mining, changing consumption pattern of global consumer and Indian consumer.

### **MODULE 3: CUSTOMER CONCERNS**

Building and maximizing customer value, satisfaction and loyalty, constructing a customer database, analyzing consumer markets and key psychological processes, the Buyer decision process and theories of consumer decision-making, measuring customer satisfaction, customer relationship management customer profitability, customer equity, customer life time value, value chain

### **MODULE 4: STP AND THE MARKETING MIX**

Identifying Market Segments and Targets, Brand Positioning, Creating brand equity and Brand Strategy, Product and product mix decisions, management of product lines; Product Life-Cycle marketing strategies, Pricing strategies and programs, Managing Marketing channels, Competitors, Marketing Communication, advertising and sales promotion, Events and Public Relations.



### **MODULE 5: NEW TRENDS**

Direct Marketing, Online marketing Challenges, Network marketing, Implications of Global marketing, (country-of origin effects, marketing Organization), Corporate social responsibility in Marketing, Environmental concerns, internal marketing, outsourcing, benchmarking, supplier partnering, merging, flattening, focusing, accelerating, empowering & customer engagement

### **MODULE 6: RURAL MARKETING**

Rural market environment, Problems of Rural Marketing, Scope, Rural Marketing Strategies, e-choupals.

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### **BOOKS RECOMMENDED**

1. Kotler & Koshy, Marketing Management – A South Asian Perspective, Pearson, 2007.
2. Rajen Saxena, Marketing Management, 3<sup>rd</sup> Edition, TMH
3. S Jayendran, Marketing Management, EB
4. Adrian Palmer, Introduction to Marketing, Oxford
5. Joel R Evan and Barry Bervan, Marketing, Biztantra
6. Czinkota and Kotabe, Marketing Management, Thomson
7. Ramaswamy and Namakumari, Marketing Management, McMillan
8. S.A. Sherlekar, Marketing Management, HPH

## **QUANTITATIVE METHODS & OPERATIONS RESEARCH**

### **OBJECTIVES**

To introduce students to tools and techniques of OR and to equip them to make optimal managerial decisions.

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### **MODULE 1**

Introduction to OR, Importance of OR, Scope of OR in business activities, Optimization concept, OR Models: Linear programming, Introduction to LP, Problem formulation, product mix and various managerial applications and Graphical method of problem solving, Alternate solution of LP, Duality in LP, Formulation of dual problems, advantages, its economics interpretation, Sensitivity analysis only just to know no problems need be worked out and software packages to be used to solve LP models.

### **TRANSPORTATION MODELS**

Nature and scope of transportation and allocation models, Methods of allocation, different methods for finding initial solution – VAM, N-W Corner Rule, and other methods, degeneracy. Finding optimal solution, Tests for optimality, Imbalance in total availability and total allocation – impossible shipments, Alternate methods of solutions, and maximization as objective Scope of transportation models.

### **ASSIGNMENT PROBLEMS**

Traveling salesman problem, Row Minimum, Column Minimum, Iteration, Balanced, Unbalanced, Infeasible, Maximization.

## **MODULE 2**

Queuing theory (waiting line), Single server/Single Queue, Essential features of queuing system, Single Queue, Operating characteristics of queuing system, Probability distribution in queuing system, Multi server, description of other queuing models (only description)

## **SEQUENCING PROBLEMS**

Processing 'n' jobs through 2 machines, Processing 'n' jobs through 3 machines, No 2 jobs on 'n' machines

## **REPLACEMENT MODELS**

Replacement of items deteriorating with time, Replacement of items that fail completely, (No group replacement)

## **MODULE 3**

Network models, Introduction to PERT, CPM techniques, Network components, precedence, events, activities, errors and dummies, Critical path analysis, float, Probabilities in PERT analysis, project time calculations, Project crashing, time cost considerations (No resource leveling)

## **MODULE 4**

Inventory models, Meaning and importance of inventory management, , EOQ formula, economic lot size, Problems based in EOQ formula, Types of Inventory control methods

## **MODULE 5**

Theory of games – introduction, two person zero - sum games, Saddle point, Dominance theory, description of other models and their managerial application (only description, no problems and No Graphical method)

## **SIMULATION**

Introduction to basic concepts, Simulation procedures, Application of simulation, critical evaluation of software and using customized software.

**NOTE: TEACHERS ARE ADVISED TO EXPOSE STUDENTS TO VARIOUS SOFTWARE PACKAGES, WHEREVER POSSIBLE.**

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## **BOOKS RECOMMENDED**

1. JK Sharma, Quantitative Techniques, McMillan
2. ND Vohra, Quantitative Techniques in Management, TMH

3. Anderson, Sweeney, Williams, Quantitative Methods for Business, Thomson
4. JK Sharma, Operations Research, McMillan
5. Barry Render, Ralph Stair and Michael Hanna, Quantitative Analysis, Pearson
6. Frederick Hillier and Gerald Lieberman, Operations Research, TMH
7. Natarajan, Balasubramani and Tamilarasi, Operations Research, Pearson

## **LEGAL ASPECT OF BUSINESS**

### **OBJECTIVES**

To equip students to have the glimpses of various business legislations in the global environment and to make students understand legislations and enabling them to assert their rights emerging out business at the same time knowing the compliance of legal requirements of business transactions.

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#### **MODULE: 1**

Introduction - Overview of Business laws in India - sources of business law. The constitution of India with special reference to economic principles enshrined in the constitution, Article 246 read with Schedule 7 of Indian Constitution. **(BUSINESS RELATED MATTERS ONLY)**

#### **MODULE: 2**

**THE INFORMATION TECHNOLOGY ACT, 2000:** Significance of E- Commerce and E-governance, paperless society importance terms in IT Act, digital signature, certifying authority, computer resources, cyber crimes, offences and penalties.

**THE COMPETITION ACT, 2002:** Salient features covering essentials of competition, components of competition act, competition commission of India, offences and penalties.

**THE RIGHT TO INFORMATION ACT, 2005:** Background, salient features covering important terms in the act, powers and functions information officers, transparency, rights of the citizens to get information of the Public Authority (Central and State Government), offences and penalties under the Act.

#### **MODULE: 3**

**THE CONTRACT ACT, 1872:** Salient features covering essentials of Contract, offer, acceptance, consideration, contingent Contracts. Salient features of sale of goods act 1930

**THE CONSUMER PROTECTION ACT, 1986:** Rights of the Consumer, Defects and deficiency, services included under the act, district forums, state commission, national commission, treatment of complaints of goods and services.

**MODULE: 4**

**THE INDIAN PATENT ACT, 1970 & 2004:** Patent, patentee, Inventions and Non-inventions, EMR, grant of patent, opposition to patent, surrender of patent, infringement of patent, WTO and patent rules, decided cases on Basumathi Rice, Turmeric, Tomato and Pharma products.

**FOREIGN EXCHANGE MANAGEMENT ACT, 1999:** Definition of Foreign Exchange, money changer, rules regarding ownership of immovable property, money laundering, hawala transaction, directorate of enforcement, penalties and offences.

**MODULE: 5**

**INDIAN COMPANIES ACT, 1956:** meaning of company, types of company, memorandum of Association, articles of association, IPO, book building, difference between private and public company, different kinds of meeting, agenda, quorum, resolutions, winding up of the companies.

**MODULE: 6**

**WOMEN AND HUMAN RIGHTS AT WORK-PLACE:** Gender Equality, harassment of women in organisation, types, fundamentals rights, nature of human rights, NHRC, UN protocol on Human Rights, Job reservation in private sectors, discrimination, whistle blowing, pros and cons, Supreme Court on protecting women rights at workplace.

**ENVIRONMENT PROTECTION ACT, 1986:** concepts of environment, environment pollution, environment pollutants, hazardous substance, occupier, types of pollution, global warning, causes for ozone layer depletion, remedies, powers and rules of central government to protect and promote environment in India.

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**BOOKS RECOMMENDED**

1. S.S. Gulsan, Business Law, 3<sup>rd</sup> Edition, EB
2. Akhileshwar Pathak, Legal Aspects of Business, 2<sup>nd</sup> edition, TMH
3. K.R. Bulchandani, Business Law for Management, 4<sup>th</sup> edition, HPH.
4. Prof. (Cmde) P.K. Goel, Business Law for Managers, Biztantra
5. C L Bansal, Business and Corporate Laws, EB
6. P. Sarvanvel and S. Sumathi, Business Law for Management, HPH.





**Module 6 PROJECT PREPARATION AND APPRAISAL****6 hrs**

Project Preparation, feasibility and evaluation, what is the Business Plan? Various types of business plans, Format of business plan, Writing of business plan, Using and Implementing the Business Plan, Measuring Plan Progress, Updating the Plan, Why Some Business Plans Fail, Different sections of the business plan - The marketing plan, The organization plan, The financial plan

**Module 7 FINANCING THE NEW VENTURE****6 hrs**

Sources of capital - An Overview, Debt or Equity Financing, Internal or External Funds, Funding from Banks and Financial institutions, Governmental and Developmental Sources, Various schemes, Types of Loans, Procedure, Private Placement, Types of Investors, Private Offerings, Bootstrap Financing, Venture Capital, Nature of Venture Capital, Approaching, presenting and obtaining the funds, FDI

**Module 8 MANAGING and GROWING THE NEW VENTURE****8 hrs**

Risk Reduction Strategies for New Entry Exploitation, Market Scope Strategy, Imitation Strategies, and Growth Strategies: Where to Look for Growth Opportunities, Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, turnaround strategies.

**Module 9 CORPORATE VENTURING****14 hrs**

The necessity of Corporate Venturing, Various Misconceptions, Creating the Right Environment, Formalizing the Vision for The Venture, Validating the Venture Concept, The Alpha Stage: The Shift from Planning to Product Creation, Building the Prototype of the Business, Testing the Waters, The Beta Launch, From Corporate Venture to Business, Market Calibration and Expansion, Capturing Strategic Value

**REFERENCE BOOKS:**

1. M.lall, Entrepreneurship, Excel books
2. Vasant Desai :- Dynamics of Entrepreneurial Development and Management-HPH
3. Hisrich, robert d., peters, michael p., and shepherd, dean a: entrepreneurship, tata mcgraw-hill; sixth edition, 2007
4. Mathew J Manimala :- Entrepreneurship at the Crossroads - Biztantra
5. Mohanty – Fundamentals of Entrepreneurship, Prentice Hall of India
6. Zimmerer & Scarborough – Essentials of Entrepreneurship & Small Business Management, Prentice Hall of India

## **3.2 BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**OBJECTIVE:** To enable students to critically examine ethical dilemmas and to understand the importance of governance mechanisms in a globalized economy.

### **Module 1 AN OVERVIEW OF BUSINESS ETHICS**

**10 hrs**

Definition and Nature of Business ethics, Need and benefit of business ethics, History of the development of business ethics, Arguments for and against business ethics, Economic issues, Competitive issues, Legal and Regulatory Philanthropic issues, Framework for ethical decision making – Individual factors, organizational factors, Corporate Governance — a dimension of ethical making,

### **Module 2 INDIVIDUAL & ORGANISATIONAL FACTORS**

**10 hrs**

Moral philosophy — definition and different perspectives, Teleology and Deontology, The relativist perspective, Virtue ethics, Justice and Fairness, The of care, Integration of the various perspectives, Cognitive moral development, Moral reasoning, The role of Corporate Culture and Leadership, structure and business ethics, Interpersonal relationships in organization, The role of opportunity and conflict,

### **Module 3 EXTERNAL CONTEXT**

**10 hrs**

**Ecology:** The dimensions of pollution and resource depletion, the ethics of control, the ethics of conserving depletable resources. Consumers: -Markets and consumer Protection, The due care theory, the social costs view of duties, Advertising Ethics, Consumer Privacy

### **Module 4 INTERNAL CONTEXT — EMPLOYEE**

**10 hrs**

Job discrimination — its nature and extent, Discrimination — utility, rights and justice, Affirmative action, Gender issues, The employee's obligation to the firm, Thee firms duties to the employees, The employee Rights, Need for organizational ethics program, Code of Conduct Ethics training and communication, systems to Monitor and enforce ethical standards, The ethics audit,

### **Module 5 BUSINESS ETHICS IN A GLOBAL ECONOMY**

**10 hrs**

Ethical perceptions and international business, Global values, the multinational corporation and various ethical issues, cross cultural, cross religion & cross racial issues.

### **Module 6 CORPORATE GOVERNANCE**

**10 hrs**

Meaning, Accountability issues, current context of CG in India, Board objectives and strategies, role of independent directors, board structure, performance evaluation of board, training and development of directors. Accounting standards & accounting disclosures.



**REFERENCE BOOKS:**

1. Hartman, Laura P; Perspectives In Business Ethics; Mcgraw-Hill
2. C.V. Baxi, Corporate Governance, Excel Books.
3. O C Ferrell-Business ethics-Biztantra.
4. P.S.Bajaj,Raj Agarawal :-Business Ethics Biztrantra
5. Steiner And Steiner; Government And Society; Mcgraw-Hill
6. Velasquez – Business Ethics: Concepts & Cases, Prentice Hall Of India
7. Prasad – Corporate Governance, Prentice Hall Of India
8. Gopaldaswamy – Corporate Governance, New Age International (P) Ltd.,

# M1 - BUSINESS MARKETING

## Course objective

*The subject is designed to give insights to the students about the applications of marketing concepts in business to business marketing scenario as it is different from consumer marketing due to some inherent characters. As industrial or business marketing is emerging as one of the major employment provider, the subject needs a special attention.*

### **Module 1 BUSINESS MARKETING PERSPECTIVE**

**14 hrs**

Understanding of the concept of Business marketing in contrast with the consumer marketing, Characteristics of Business Marketing, nature of industrial goods and services, Classification of Industrial products. Classification of Industrial customers-commercial enterprises, government, institutions. Unique characteristics of each type of industrial customers. Marketing strategies for each of industrial customer categories, Market segmentation and B2B Marketing.

### **Module 2 DIMENSIONS OF BUSINESS MARKETING**

**14 hrs**

What is Industrial/Business Marketing; Difference between Business and Consumer Marketing; Nature of Demand in Industrial Markets, Types of Organizational customer; Classifications and characteristics of Industrial Products, Purchasing Orientations and Practices of Business Customers; Environmental Analysis in Industrial/ Business Marketing.

### **Module 3 MANAGEMENT OF MARKETING CHANNELS**

**10 hrs**

Business marketing channels, participants in the business marketing channel design, channel administration, types of resellers, and selecting channel members, motivating channel members, channel member performance

### **Module 4 BUSINESS ADVERTISING, SALES PROMOTION & PUBLIC RELATIONS**

**12 hrs**

The role of advertising in Business marketing, managing B-B advertising, publicity, internet based marketing communications, measuring advertising effectiveness, advertising budgets, sales promotion, tradeshows, Role of personal selling in business marketing, sales force organization, recruitment, selection, training, motivation, compensation, performance evaluation, sales effort control, sales territories, quotas, account management

### **Module 5 PRICING DECISIONS IN BUSINESS MARKETING**

**10 hrs**

Meaning of price, cost fundamentals, industrial pricing process, pricing across PLC, Competitive bidding, strategies for competitive bidding, pricing strategies, pricing objectives, pricing methods

## **REFERENCE BOOKS:**

1. Krishna K Havaldar; Industrial Marketing; Mcgraw-Hill
2. H.S. Mukherjee, Industrial Marketing, Excel Books
3. Industrial Marketing, Robert Reeder, Prentice Hall Of India,pearson
4. Francis Cherunilam-Industrial Marketing - HPH

## M2 - SERVICES MARKETING

### Objectives:

- *To develop insights in to the field of services marketing;*
- *To make student understand the differences between marketing of goods and services;*
- *To expose the students to marketing in various services industries of India.*

### Module 1 INTRODUCTION

12 hrs

Emergence of GATS in world trade — Service sector and Indian economy- Definition and characteristics of services Difference between goods and services — Gaps model of service quality.

### Module 2 FOCUS ON THE CUSTOMER

10 hrs

Consumer behavior in services: - Search, experience and credence properties; Consumer choice

### Module 3 CUSTOMER EXPECTATIONS

8 hrs

Meaning, types and influencing factors, Customer perceptions: - Customer satisfaction; service quality and service encounters. Customer relationship and marketing research

### Module 4 SERVICES MARKETING MIX

15 hrs

4Ps of Marketing: - Service product (including service blueprinting), price, place and promotion. Expanded mix: - people, process and physical evidence.

### Module 5 SERVICE INDUSTRIES IN INDIA

15 hrs

Marketing strategies in service sectors like financial, hospitality, wellness (health care), telecom, tourism, retail, NGOs and public utility services,

### REFERENCE BOOKS:

1. C. Bhattacharjee, Services Marketing, Excel Books
2. Valarie A Zeithamal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, "Services Marketing" Special Indian Edition, Tata Mc Graw Hill, 2008
3. Dr.S.Sahajan – Services Marketing – HPH
4. Kenneth C Clow , David L. Krutz :- Services Marketing, Biztrantra
5. Christopher Lovelock, and Jochen Wirtz, "Services Marketing- People, technology, strategy", Prentice Hall
6. K Douglas Ioffinan and John E.G Bateson, "Essentials of Services Marketing: Concepts, Strategies and cases", Thomson, 2002
7. Rajendra Nargundkar, "Services Marketing — Text and cases",Tata Mc Graw Hill
8. Ravi Shankar, "Services Marketing — The Indian Perspective," Excel Books
9. R. Srinivasan," Services Marketing — The Indian context", First Edition, Prentice Hall of India, 2004

## **M3 - SALES AND MARKETING CHANNEL MANAGEMENT**

### **Course Objective**

*The Course has been designed to understand the importance of sales management and Marketing channel management for the overall success of the marketing efforts of an organization. The course deals with various aspects of sales management for coordinated sales efforts in achieving the over all corporate goals and effective management of marketing channels*

### **Module 1 INTRODUCTION TO SALES MANAGEMENT**

**4 hrs**

Sales Management: Its Nature, Rewards, and Responsibilities, Social, Ethical, and Legal Responsibilities of Sales Personnel

### **Module 2 PLANNING THE SALES TEAM'S EFFORTS**

**9 hrs**

Building Relationships through Strategic Planning, The Market-Driven Sales Organization, Forecasting Market Demand and Sales Budgets Design and Size of Sales Territories, Sales Objectives and Quotas, **staffing the Sales Team** - Planning for and Recruiting Successful Salespeople, Selection, Placement, and Socialization of Successful Salespeople, **Training the Sales Team** - The Management of Sales Training and Development, Contents of the Sales Training Program: Sales Knowledge and the Selling Process, **Directing The Sales Team** - Motivating Salespeople toward High Performance, Compensation for High Performance, Leading the Sales Team

### **Module 3 CONTROLLING THE SALES TEAM**

**6 hrs**

Analysis of Sales and Marketing Costs, Evaluation of Salespeople's Performance, Comprehensive Sales Force Cases and Exercises

### **Module 4 MARKETING LOGISTICS**

**7 hrs**

Logistics and its importance, Functions of Logistics management - Procurement /Purchasing, Inward Transport, Receiving, Warehousing, Stock Control, Order Picking, Materials Handling, Outward Transport, Physical Distribution Management, Recycling, Returns, and Waste Disposal, Importance of Communication in Logistics, Technology in Logistics- Electronic Data interchange (EDI), Artificial Intelligence, Expert Systems, Communication Technology, Bar Coding and Scanning, Streamlining the Logistics Process, Strategic Issues in Logistics Management

### **Module 5 MARKETING CHANNELS**

**7 hrs**

Evolution of Marketing Channels- The Production Era, The Sales Era, The Marketing Era, Relationship Marketing Era, Channel member and their roles, Roles of Channel Members, Channel Functions, Designing marketing channels - Channel Structure, Channel Intensity, Types of Channel Intermediaries at Each Level, Channel Flows and Costs

**Module 6 CHANNEL INTEGRATION****7 hrs**

Importance of Channel Integration, Vertical Marketing Systems, Types of vertical marketing systems - Corporate VMS, Administered VMS, Contractual VMS, Horizontal Marketing Systems, Hybrid channel system, Designing and Managing Hybrid Channel Systems

**Module 7 CHANNEL MANAGEMENT****10 hrs**

Recruiting Channel, Members - Recruiting as a Continuous Process, Recruiting Manufacturers, Screening, Criteria for Selecting Channel Members - Sales Factors, Product Factors, Experience Factors, Administrative Factors, Risk Factors, Motivating Channel Members, Distributor Advisory Councils, Modifying Channel Arrangements - PLC Changes, Customer-Driven Refinement of Existing Channels, Growth of Multi-Channel Marketing Systems, Managing Channel Relationships - Cooperation and coordination, Conflict, Power

**Module 8 WHOLESALING & RETAILING****10 hrs**

Wholesaling and its importance, Types of Wholesalers - Merchant Wholesalers, Agents and Brokers, Manufacturer's Wholesalers, Strategic Issues in Wholesaling - Target Market Decisions, Marketing Mix Decisions Trends Shaping Wholesale Distribution - Functional Overlap, Increased Services, Pricing and Credit,, Regional Coverage Organizational Form and Size, Impact of Information Technology on Wholesaling - Challenges in Wholesaling -Inventory Management, Sales Management, Promotion Management, Financial Planning and Management - Retailing and its Importance - Importance to Consumers, Source of Employment - Evolution of Retailing and types of retailing

**REFERENCE BOOKS:**

1. Sales And Distribution Management, Tapan Panda And Sunil Sahadev, Oxford Publications
2. Sales Management, Still And Cundiff, PHI
3. S.L. Gupta, Sales & Distribution Management, Excel Books
4. Marketing Channels, Coughian, Anderson, PHI
5. Sales And Distribution Management; Krishna Havaladar And Cavale; Tata Mcgraw-Hill
6. Sales Management, Dasgupta, PHI

# F1 - INVESTMENT ANALYSIS & MANAGEMENT

## Course Objective

1. *To provide students with a conceptual framework of evaluating various investment avenues.*
2. *To provide students with a conceptual and analytical framework of different financial instruments, markets, regulations, their risk and returns and strategies in managing funds.*
3. *To familiarize students with portfolio management techniques that challenges a financial manager.*
4. *To give an overview of the global markets and their impact on the domestic markets*

## Module 1 INTRODUCTION TO INVESTMENTS

6 hrs

Definition — micro & macro economic concepts relating to investment - investment objective — investment process - investment constraints — investment strategy — investment v/s speculation — arbitrage - gambling — types of investors — investor behavior

## Module 2 INVESTMENT AVENUES

7 hrs

bonds — debentures - Preference shares — Equity Shares — Real Estate— commodity markets — bank deposit — insurance — mutual funds — foreign exchange - Money market instruments — derivatives — forward - futures — options — swaps

## Module 3 STOCK MARKET & INSTITUTION

9 hrs

Dematerialization of securities, Primary Market — IPO, Book Building, FPO, Rights Issue, Bonus Issue & Preferential Issue, Secondary Market — Cash & Derivatives Markets, Trading Procedure, Margin System, Settlement process, Market Indices, Role of Stock Brokers, Stock Exchanges & SEBI.

## Module 4 RISK MANAGEMENT

9 hrs

Definition, meaning and measurement of Risk — Classification of Risk — diversification — Statistical tools used in risk management - techniques of risk mitigation - risk return optimization — credit rating - beta coefficient — hedging – Using derivatives in risk management

## Module 5 INVESTMENT ANALYSIS

7 hrs

Sources of information on investment — factors affecting investment — Fundamental analysis — Technical analysis — efficient market Hypothesis

**Module 6 INVESTMENT EVALUATION****7 hrs**

Concept — Time value of Money - various valuation methods & models — bond valuation — equity valuation — futures pricing — options pricing — tangible asset valuation, Tax issues relating to investments

**Module 7 PORTFOLIO MANAGEMENT****8 hrs**

Concept — Markowitz model — Sharpe, Jensen & Treynor Model CAPM — SML and CML — factor model and arbitrage pricing theory — Portfolio construction, revision & evaluation

**Module 8 GLOBAL MARKETS****7 hrs**

Global Investment benefits, World market indexes, Developed and Emerging Markets, ADRs, GDRs, FCCBs, Foreign Bonds, Global Mutual Funds, Relationship between trends in global markets and the domestic markets,

***REFERENCE BOOKS:***

1. Sudhindra Bhat, Security Analysis And Portfolio Management, Excel Books
2. Fischer And Jordan; Security Analysis And Portfolio Management; Prentice-Hall,pearson
3. Prasanna Chandra; Investment Analysis And Portfolio Management; Mcgraw-Hill
4. Preeti Singh – Investment Management- HPH
5. Bhalla V K; Investment Management; S Chand & Co
6. Alexander & Bailey, Fundamentals Of Investments, PHI
7. Portfolio Management, Kevin, PHI

## F2 - FINANCIAL MARKETS & INTERMEDIARIES

### Course Objective

- *To provide students with conceptual and regulatory framework within which the financial intermediaries operate.*
- *To familiarize students with the various management and operational aspects of markets and financial intermediaries.*

### Module 1 THE NATURE AND ROLE OF FINANCIAL SYSTEM

**8 hrs**

Structure of a Financial System - Functions of Financial Sector - Financial System and Economic Development — Indian financial system — SEE3I - Financial sector reforms - Reserve Bank of India - Organization and Management -Role and Functions - Monetary Policy of the RBI - Recent Policy Developments

### Module 2 BANKS & INSTITUTIONS

**12 hrs**

Banks — Operations & Special Role of Banks — Specialized Financial Institutions — EXIM, NABARD, HUDCO, SIDBI, IFCI - Universal Banking & Innovations — Securitization — RTGS & ECS - Co-operative Banks — Features, Types, Structure and Growth, Small Savings and Provident Funds - Provident Funds- Pension Funds — Life insurance Companies - General Insurance Corporation

### Module 3 NON-BANKING FINANCE COMPANIES

**8 hrs**

NBFCS. an Overview - Loan Companies - Investment Companies — Leasing & Hire Purchase - Housing Finance — Chit Funds - Mutual Benefit Financial Companies -Venture Capital Funds - Factors & Forfeiting - Credit Rating - Depository and Custodial Services

### Module 4 MERCHANT BANKING & FINANCIAL SERVICES

**10 hrs**

Project appraisal, Designing capital structure and instruments, issue pricing, preparation of prospectus, Issue Management, Underwriting, Mergers & Amalgamations, Corporate Advisory Services, Bought out deals, Private Placement, Institutional Placement, Debt Syndication, Regulation of Merchant Bankers,

### Module 5 MUTUAL FUNDS

**8 hrs**

Organization - Types of Funds - Valuation of Units - Structure and Size Investment Pattern - Return on Investment in Units — Regulations



**Module 6 FINANCIAL MARKETS****14 hrs**

The stock market in India — Primary and secondary markets — OTC markets — regulations — new issues market — underwriting - Call Money Market - Treasury Bills Market — Commercial Bills Market - Markets for Commercial Paper and Certificate of Deposits - The Discount Market - Government (Gilt — edge) Securities Market. Markets for Futures, Options, and Other Financial Derivatives - Foreign Exchange Markets - Interest Rate Futures Market

***REFERENCE BOOKS:***

1. Livingston, Miles; Financial Intermediaries; Blackwell
2. Financial Institutes And Markets, Sudhindra Bhat, Excel Books
3. Avadhani – Marketing of Financial Services - HPH
4. Niti Bhasin; Banking And Financial Markets In India 1947 To 2007; New Century
5. Mutual Funds: Data, Interpretation & Analysis, Sahadeven & Thiripalraju, PHI

## F3 - TAX COMPLIANCE & MANAGEMENT

### Course Objective

*To make the student understand the basic concepts of taxation and its computation, the proper compliance of various provisions of the direct and indirect tax laws and to make financial decision considering 'the pros and cons of various tax laws and business functioning*

### **MODULE 1: CONCEPTS AND FRAMEWORK OF TAXATION** **10 HRS**

Tax – Meaning, Types, Principles of Direct Taxation; Basics Concepts – Assessee, Assessment, Person, Assessment Year, Previous Year, Heads of Income, Total Income, Tax Planning, Tax Avoidance and Tax Evasion; Residential Status of Individuals and Companies - Incidence of Tax.

### **Module 2 INCOME TAX** **14 hrs**

Heads of income, Computation of Individual Income Tax, Computation of HUF Income Tax, Computation of Corporate Income Tax, Set off and Carry forward of Losses, Fringe benefit Tax, Banking Cash Transaction Tax, Securities Transaction Tax, MAT, TDS & TCS, Tax planning/avoidance/evasion, Returns & Compliance

### **Module 3 CUSTOMS, CENTRAL EXCISE AND SERVICE TAX** **14 hrs**

Procedure relating to levy, valuation and collection of duty, types of duty, exemptions Export Promotion Schemes, Nature of Excise duties, Excisability of Products, Cenvat Credit; Classification of Excisable Goods, Valuation of Excisable goods, Important Central Excise procedures, Service Tax, Concepts, applicability, and procedures, Returns & Compliance

### **Module 4 SALES TAXES AND CUSTOM ACT** **10 hrs**

Nature of Excise duties, Cenvat credit, Excisability of Products, Classification & Valuation excisable goods, important central excise procedure, Introduction to Customs Duty, Procedure relating to levy, valuation & collection of duty, types of duty, Exemption Export promotion schemes.

### **Module 5 TAX PLANNING AND MANAGEMENT** **12 hrs**

Purchase of Assets. — Own funds | Borrowed Funds | Lease, Installment vs. Hire, Make or Buy, Replace or Repair, Capital Structure and Dividend Decisions, Amalgamation and De-merger, Tax implications of international operations

**BOOKS FOR REFERENCE:**

1. Singhanian, Vinod, "Direct Taxes – Law and Practice", Taxmann Publications.
2. Ahuja, Girish and Gupta, Ravi, "Professional Approach to Direct Taxes", Bharat Publications.
3. Mehrotra and Goyal, "Direct Taxes", Sahitya Publishing.
4. Singhanian, Vinod, "Direct Taxes – Planning and Management", Taxmann Publications.
5. U.S.Datey – Indirect Taxes Law & Practice – Taxman Publications

# H1 - HUMAN RESOURCES ACQUISITION AND DEVELOPMENT

## **MODULE 1 HUMAN RESOURCE PLANNING:**

Issues in Strategic Human Resources Management, Human Resource Planning - Definition, Objectives, Importance, Factors affecting HRP, Process of HRP Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting , Delphi Method, Manager Judgment, Supply forecasting.

## **MODULE 2 JOB ANALYSIS**

Meaning, Purpose, Process, Methods of Collecting Data. Job Description – Contents, Writing Job Description, Job Specification, Job Enrichment.

## **MODULE 3 PROCUREMENT, SELECTION AND INDUCTION**

Recruitment- Meaning and Process; Sources of Recruitment, Internal and External Source, Modern Techniques of Recruitment, Sources- Internet Based, Placement Agencies. Selection - Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity. Employment Interviews- Principles and Techniques, Medical Text, Reference Check Appointment- Terms and conditions. Induction –Meaning, Induction Programme –formal or informal, individual or collective, serial or disjunctive Investiture or Disinvestiture, Requisites of effective programme.

## **MODULE 4 TRAINING**

Concept of Training and Development, Need for training , Importance of Training , Difference between Training and Development, Principles of Training and areas of training. Assessment of Training Needs, Training Methods- On the Job and Off Job Methods, Electronic Training – Computer Based training, Electronic performance support system(EPSS) , Distance and Internet Based Training.

## **MODULE 5 EVALUATION OF TRAINING**

Purpose of Evaluation, Evaluation Process, evaluation of system, evaluation of methodology, evaluation of resource person, evaluation of contents, competency mapping, feedback & control.

## **REFERENCE :-**

1. Ricky W Griffin – Human Resource Management –Biztantra.
2. Richard Regis – Strategic Human Resource Management – Excel books
3. Human Resource Management –Cynthia and Fisher- Biztantra
4. D.K Bhattacharya – Human Resource Planning – Excel Books
5. G. Pandu Naik - Training and Development –Excel Books
6. Dr Janikiranman- Training and Development -Biztantra
7. Thomess Kutti - Training for Development – HPH
8. R.K Sahu – Training for Development – Excel Books

## **H2 – EMPLOYEE RELATIONSHIP MANAGEMENT**

### **MODULE 1. INDUSTRIAL RELATIONS**

Meaning & Objectives, Importance, Approaches to Industrial Relations - Unitary, Pluralistic, Marxist. Role of Three Actors to Industrial Relations – State, Employer & Employees, Causes for poor IR, Developing sound IR. Ethical approach to IR: Idea of trusteeship- Principles & features, Code of conduct.

### **MODULE 2. TRADE UNION**

Meaning, why do workers join unions, Types of trade unions, Theories to trade Union, Trade union movement in India, Problems of trade unions, Functions of trade unions, Measures to strengthen trade unions, Trade union Act – Registration of trade unions, Need for Recognition & Rights to recognition of trade unions, Central trade unions in India.

### **MODULE 3. INDUSTRIAL DISPUTES**

Definition, Causes of Industrial disputes, Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes. Industrial Dispute Act – Conditions to Strikes, Lock-outs, Lay-off & Retrenchment and Laws relating to standing orders.

### **MODULE 4. COLLECTIVE BARGAINING**

Definition, Importance, Prerequisites of collective bargaining – Union bargaining process – Types of bargaining– Collective bargaining in India. Grievance & Disciplinary procedure – Meaning, Need & procedure.

### **MODULE 5. INTEGRATION OF INTEREST AND MANAGING CAREERS**

Career Planning, Factors affecting Career Choices; Career Stages, Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions. Individual & organizational problems in Integration. Integration process.

### **MODULE 6. QUALITY OF WORK LIFE AND QUALITY CIRCLES**

Meaning of quality of work life – Quality Circles- Objectives- Process, Structure and problems- workers participation in management and quality circles – Concept of empowerment.

### **REFERENCE**

1. B.D Singh - Industrial Relations – Excel Books
2. Mamoria & Mamoria ; - Dynamics of Industrial Relations in India - HPH

### **H3 – PERFORMANCE AND COMPENSATION MANAGEMENT**

#### **MODULE 1 PERFORMANCE MANAGEMENT**

Definition, Objectives, Need for Appraisal, Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal- Traditional and Modern Methods- Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers

#### **MODULE 2 WAGE & SALARY ADMINISTRATION**

Nature and Scope, Compensation, wage determination process, Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of wages – Time rate, piece rate, debt method, Wage differentials.

#### **MODULE 3 PLANNING FOR IMPROVED COMPETITIVENESS**

Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry, Compensation Differentials, Internal and External Equity in Compensation Systems.

#### **MODULE 4 INCENTIVES AND FRINGE BENEFITS**

Incentives – Def , Types of Incentives, Individual incentives : Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organisation Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits

#### **MODULE 5 INDIVIDUAL GROUP VARIABLE COMPENSATION**

Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing, Employee stock ownership, Gain Sharing

#### **MODULE 6 INCENTIVES AND RETIREMENT PLANS**

Basic Pay, Provisions for Dearness allowance- Calculation of total compensation package, various methods of compensating cost of living, Neutralization factors. Executive Compensation Plan, Retirement Plan

#### **REFERENCE :-**

1. B.D Singh - Compensation & Rewards management – Excel Books
2. Cynthia D Fisher –Human Resource Management -5<sup>th</sup> Edition-Biztantra.
3. A M Sharma – Aspects of Labour Welfare and Social Security - HPH
4. Lawrence Kleiman-Human Resource Management -3<sup>rd</sup> Edition-Biztantra
5. R.K Sahu – Performance management systems – Excel Books

## **S1 :SOFTWARE ENGINEERING MANAGEMENT**

**OBJECTIVE:** Understand and appreciate concepts and practices of modern Software Engineering Management.

### **Module 1: OVERVIEW OF SOFTWARE ENGINEERING**

Software Engineering as a discipline, Software processes, Software projects

### **Module 2: REQUIREMENTS**

Requirements engineering processes, System models, Software prototyping, Formal specification.

### **Module 3: SOFTWARE DEVELOPMENT MODELS**

Waterfall model, Spiral model, Incremental Development, Evolutionary Development, Re-use oriented Development

### **Module 4: DESIGN**

Architectural design, Distributed Systems architecture, OO design, Real-time software design, Design with reuse, User Interface design.

### **Module 5: SOFTWARE QUALITY**

Verification and Validation, Software testing, Critical systems validation, CMM and PCMM concepts.

### **Module 6: MANAGEMENT**

Managing people, Software cost construction, Quality Management, Process Empowerment

### **Module 7: EVOLUTION**

Legacy Systems, Software change, Software re-engineering, Configuration Management

## **S2 :SOFTWARE DESIGN & PROJECT MANGEMENT**

### **MODULE 1: SYSTEM ANALYSIS & DESIGN:**

Overview of system analysis & Design: Introduction to different methodologies & structured system analysis – Details of SDLC approach – mini cases – E-R diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration – Entity Life histories (ELH).

### **MODULE 2: SYSTEM IMPLEMENTATION:**

System implementation & maintenance: Implementation Strategies – SW/HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – system conservation approaches & selection issues.

### **MODULE 3. PROJECT DEVELOPMENT & DATABASE DESIGN**

Introduction to Database technologies & CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.

### **MODULE 4. SOFTWARE PROJECT MANAGEMENT**

Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring & measurement of progress.

### **MODULE 5. SOFTWARE PROJECT MANAGEMENT**

Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control-standards & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of share development.

Text Books:

1. Senn, J.A. “Analysis & Design of Information Systems”, “McGraw Hill Publications.
2. Beaver, ‘An Introduction to Managing Software Projects’.
3. Marco, T.D. “Structured Analysis & System Specification”, Prentice Hall Publications.
4. C.S.V.Murthy – System Analysis and Design - HPH



## **S3 :DATABASE MANAGEMENT SYSTEM**

### **MODULE 1: INTRODUCTION**

Database systems – Definition – Components – Advantages – Objectives – Evolution.

### **MODULE 2: MODELS**

DBMS Architecture – Associations – Relationships – Mappings between Abstractions – Generalisation – Classifications – Conceptual Data modeling – File Organization – Data Structure – Data models: HDBMS, NDBMS, RDBMS, OODBMS.

### **MODULE 3: DATABASE DESIGN**

Relational Data Model – Relational Algebra – ER Diagrams – Data Dictionary – Normalisation – Boyce Codd Normal Forms – Integrity – Relational Database Languages – Database Administration – File Structures and Indexing.

### **MODULE 4: OBJECT MODELLING**

Object oriented concepts – Structure – Models and Databases – Object life cycle modeling – Objects, Classes, Patterns – Object interaction modeling – Object Oriented Design – UML.

### **MODULE 5: OPERATIONS AND MANAGEMENT**

Client / Server and Databases – Data Warehousing – Query Processing – Concurrency Management – Heterogeneous and Homogenous Systems – Distributed Databases – Controls – Atomicity, Recovery – Security, Back-up and Recovery.

### **TEXT BOOKS**

1. Gary W.Hansen and James V.Hansen, “Database Management and Design”  
Prentice Hall
2. C.S.V.Murthy – Data Base Management Systems-HPH



## **IV SEMESTER COMPULSORY PAPERS**

4.1 STRATEGIC MANAGEMENT

4.2 INTERNATIONAL BUSINESS

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## 4.1 STRATEGIC MANAGEMENT

OBJECTIVE: To integrate the functional areas of management and to enable understand business from a strategy formulation and implementation perspective.

### Module 1 CONCEPT OF STRATEGY:

6 hrs

Defining strategy, Levels at which strategy operates, Strategic Decision Making and Approaches to Strategic Decision making, Mission and Purpose, Objectives and Goals, Strategic Business Units, Corporate Planning Process

### Module 2 ENVIRONMENT ANALYSIS AND DIAGNOSIS

8 hrs

Concept of Environment and its components, Environment scanning and appraisal, organizational appraisal, Strategic advantage analysis and diagnosis, SWOT analysis

### Module 3 STRATEGY FORMULATION & CHOICE OF ALTERNATIVES 12 hrs

Strategies — Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround -- divestment and Liquidation strategies, of Strategic Choice — Industry, competitor and SWOT analysis; Synergy and Dysynergy, GAP Analysis; Porter's Five forces Model of competition; Mckinsey's 7's framework; GE-9 Cell Model, Bostan's Consultancy Model, Distinctive competitiveness; Selection of matrix, Factors affecting Strategic Choice — Cost, Leadership, Differentiation focus, value chain analysis, bench marking, service blue printing.

### Module 4 STRATEGY IMPLEMENTATION

10 hrs

Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets, Organization structure, Matching and strategy, Behavioural Issues — Leadership styles, Corporate culture and values power, Social Responsibilities — Ethics, Building capable organization; Functional Issues — Financial, Marketing, Operations and Personnel Plans an Policies

### Module 5 STRATEGY AND STRUCTURE

8 hrs

Structural Considerations, Structure for strategies, Organizational design and change.

### Module 6 STRATEGY EVALUATION

8 hrs

Importance, Symptoms of malfunctioning of strategy, Overview of strategic control, techniques of strategic evaluation and control, Control, Tailoring strategy to fit specific industry and company situation, strategy and competitive advantage in diversified agencies, Evaluating the strategies of diversified agencies.

### Module 7 CONTEMPORARY ISSUES

8 hrs

Strategies for competing in globalizing markets, New Business Models and strategic for Internet Economy, technology and innovation, entrepreneurial ventures and strategies for SME, strategic issues in Non-profit organizations.

**REFERENCE BOOKS:**

1. U Kachru, Strategic Management, Excel Books
2. Hitt, Ireland And Hoskisson; Strategic Management; Thompson
3. Hill And Jones; Strategic Management; Biztantra
4. N. Balwani, Strategic Management & Business Policy, Excel Books
5. Thomson And Strickland; Strategic Management; Mcgraw-Hill
6. David – Strategic Management – Concepts And Cases, Prentice Hall Of India
7. Srinivasan, Strategic Management – Indian Context, Prentice Hall Of India

## 4.2 INTERNATIONAL BUSINESS

OBJECTIVE: To facilitate an understanding of International Business in a multi-polar, multi-cultural world; to examine the critical factors for success in different countries.

### Module 1 INTRODUCTION

10 hrs

Definition — Trade and Investment flow — International trade- theories of international trade -Economic theories — forms of international business

### Module 2 INTERNATIONAL BUSINESS ENVIRONMENT

10 hrs

Globalization of business — WTO and trade liberalization — emerging issues — implications for India — Regional Trade Blocks — Inter — regional trade among regional groups.

### Module 3 GLOBAL BUSINESS STRATEGIC MANAGEMENT

12 hrs

Structural design of MNE's — Strategic planning — Strategic considerations- National VS Global competitiveness.

### Module 4 EXIM TRADE.

12 hrs

Export trade, procedure, steps and documentation direction of India's trade, Export financing — document related to export trade — Export marketing —Import trade, procedure and steps documentations and problems, EXIM policy, Balance of payment. Institutions connected with EXIM trade.

### Module 5 CONTROL & EVALUATION OF INTERNATIONAL BUSINESS

10 hrs

Control MNE's — approaches to control — the role of information systems — performance measurement — mechanics of measurement — various, performance indicators—Evaluation and Evaluation systems

### Module 6 CONFLICT IN INTERNATIONAL BUSINESS & NEGOTIATIONS

6 hrs

Factors causing conflict — Conflict resolution actions — the role of negotiations in international business — the role of international agencies in conflict resolution.

### REFERENCE BOOKS:

1. Francis Cherunilam; International Business, Prentice Hall Of India
2. Hill; International Business; Mcgraw-Hill
3. Shukla, International Business, Excel Books
4. Francis Cherunilam- International Business Environment – HPH
5. S.N.Charry :- Elements of International Business, Biztrantra
6. Harrison Et Al; International Business; Oxford
7. Daneils Et Al; International Business; Pearson
8. Hodgetts And Luthans; International Management; Mcgraw-Hill
9. Sundaram & Balck, International Business Environment, Prentice Hall Of India

## **M4 RURAL AND AGRICULTURAL MARKETING**

### **Objectives:**

*The course has been designed keeping in mind that the rural Indian market is one of the fastest growing markets in the world. Most of the corporate dealing with both FMCG and durables are already geared up to meet the demands being emerged from rural market The subject has covered to give insights in to the various characteristics, opportunities and problems in marketing the products or services in rural India.*

### **Module 1 OVERVIEW OF RURAL MARKETS AND RURAL MARKETING 8 hrs**

Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets Taxonomy of Rural markets, Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing

### **Module 2 THE RURAL CONSUMER 10 hrs**

Classification of Rural consumers, classification and characteristics of rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism - Concepts and process of Rural market Segmentation — bases, Targeting, Positioning

### **Module 4 STRATEGIES FOR INDIAN RURAL MARKETING 20 hrs**

Product Strategy — Scope and significance, Product mix decisions, Product personality, Rural Branding, Product Life Cycle, Rural Pricing — Pricing in Rural Markets, Objectives, policies and Strategies, Rural Distribution—Type of Channels, Distribution Strategies, Promotion — Role of Media in rural market, Conventional Media, Rural communication mix, Media and Creative Strategies, Personal selling — Role and management of rural sales force

### **Module 5 INTRODUCTION TO AGRICULTURAL MARKETING 10 hrs**

Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India — State and characteristics, Food processing sector — Size, scope and future prospects, Defects in Agricultural Marketing

### **Module 6 AGRICULTURAL MARKETS 12 hrs**

Classification of markets, Regulated markets — role and problems, APMC act, Future scenarios, Methods of sales of agricultural products — Hatha, E.'choupal Dara, auction, Agents and Marketing Agencies, Commodity markets and trading,

**REFERENCE BOOKS:**

1. Krishnamacharyulu And Lalitha Ramakrishnan; Rural Marketing; Pearson Education India
2. Kashyap, Pradeep And Raut, Siddartha; Rural Marketing; Biztantra
3. U.C. Mathur, Rural Marketing, Excel Books
4. Velayudhan, Sanal Kumar; Rural Marketing; Sage
5. Ruchika Ramakrishnan; Rural Marketing; New Century

## **M5 RETAIL MARKETING MANAGEMENT**

### **Course objective**

*With the economy in its upswing and consumer purchasing powers and life style is a change, India has become one of the major market for global retail brands and most of them are already in or on their way to be in, This has also triggered many companies also to set up retail chains and thus making retailing as one of the most vibrant growth area. The course has been designed to understand various aspects of retailing management like location, human resource issues, shop management, merchandising and promotion.*

### **Module 1 THE WORLD OF RETAILING**

**14 hrs**

What is retailing, Economic significance of retailing, Opportunities in retailing, The retailing management decision process, Types of retailers, Trends in retail industry, Food retailing, General merchandise retailing, Services retailing, Types of ownership, Non store v/s store based retailing, Electronic retailers, Catalogue and direct mail retailers, Direct selling, Vending machine retailing, Tele vision home shopping, E-Tailing.

### **Module 2 THE RETAIL CUSTOMER**

**12 hrs**

Generational cohorts, Ethnic diversity, Income, Changing customer demography, Changes in consumer values, Types of buying decisions, Buying process, Factors influencing the decision making process, Market segmentation, Strategic advantage through customer service, Customer evaluation of service quality, GAPs model for improving retail services quality, communicating the service promise

### **Module 3 RETAIL MARKETING STRATEGIES**

**10 hrs**

What is retail strategy, Target market and retail format, Building a sustainable competitive advantage, International growth opportunities, The strategic retail planning process

### **Module 4 MERCHANDISING MANAGEMENT**

**12 hrs**

Organizing buying process .by categories, Setting merchandising financial objectives, The assortment planning process, Merchandise budget plans, Open to buy, Allocating merchandise to stores, Analyzing merchandising performance, Branding strategies, International sourcing decisions, Meeting vendors, Establishing and maintaining strategic relationship with vendors

### **Module 5 STORE LAYOUT, AND RETAIL PROMOTION**

**12 hrs**

Store layout, Space planning, merchandising presentation techniques, Atmospheric, Role of retail communication, Planning retail communication, Retail advertising programme, frequent shopper loyalty programme



**REFERENCE BOOKS:**

1. Retail Management; Barry Berman And Joel Evans
2. Managing Retailing, Piyush Kumar Sinha, Dwaraka Prasad, Oxford Publications
3. C. Bhattacharjee, Retail Management, Excel Books
4. James Ogden, Denise Ogdden :- IntegratedRetail Management , Biztantra
5. Retailing Management, Levy And Weitz, Mcgraw Hill
6. Retailing Management, Swapna And Pradhan, Mcgraw Hill
7. Retail Management, Gibson

## M6 ADVERTISING AND INTEGRATED BRAND MANAGEMENT

### Course Objective

*The course has been designed to understand the advertising process and advertising industry structure thoroughly. Each component of advertising has been covered to give the student over all importance of advertising in corporate communications. The syllabus also emphasizes on the integrated study of advertising along with brand building and management*

### **Module 1 THE PROCESS: ADVERTISING AND INTEGRATED BRAND PROMOTION IN BUSINESS AND SOCIETY 14 hrs**

What is advertising, advertising as a communication process, Advertising as business process, Types of advertising, the economic effects of advertising. **The structure of advertising industry** - The scope and structure of advertising industry, Trends advertising and promotion industry, **The evolution of promoting and advertising brands** - Fundamental influences on evolution of advertising industry, Brand entertainment, **Social, ethical and regulatory aspects of advertising**

### **Module 2 THE PLANNING: ANALYZING THE ADVERTISING AND INTEGRATED BRAND PROMOTION ENVIRONMENT 14 hrs**

The consumer as a decision maker, Modes of consumer decision making, Consumer as a social being, **Market segmentation, positioning and the value proposition** - Identifying the target segments, Segment profiling and targeting, positioning strategies, **Advertising and promotion research** - Developmental advertising and promotion research, Copy research, **Planning advertising and integrated brand promotion**, Advertising plan and its marketing context, Communication objectives v/s sales objectives, Advertisement Budgeting, Role of advertising agency in advertisement planning, Advertisement planning : An international perspective

### **Module 3 PREPARING THE MESSAGE 12 hrs**

Creating brands, in general and across domains, Advertising agencies, creative process and the product, **Message strategy** - Essential message objectives and strategies, **Copy writing** - Copy writing and creative plan, Copy writing for print advertisements, Copy writing for cyber space, Copy writing for broadcast advertisements, The copy approval process, **Art direction and production** - Illustration, design and layout production in print advertising, Art direction and production in television advertising

### **Module 4 PLACING THE MESSAGE IN CONVENTIONAL AND NEW MEDIA 8 hrs**

World of promotional media, Fundamentals of media planning, Media planning process, media strategies, media choices, Contemporary essentials, Media choice and integrated brand promotion, **Media planning** - Strategic planning considerations in media choice

## **Module 5 INTEGRATED BRAND PROMOTION**

**12 hrs**

**Support media, event sponsorship and branded entertainment** - Traditional support media, Event sponsorship, Branded entertainment, **Sales promotion and point of purchase advertising** - Definition of sales promotions, Sales promotion directed at consumers, Sales promotion directed towards trade channel and business markets, **Direct marketing** - What is direct marketing, Media applications in direct marketing, **Public relations and corporate advertising** - Public relations, Corporate advertising

### **REFERENCE BOOKS:**

1. Advertising And Sales Promotions, Batra & Kazmi, Excel Books
2. Kelly, Larry D And Jugenheimer, Donald W; Advertising Media Planning – A Brand Management Approach; Prentice Hall India, pearson
3. S.A.Chunawalla – Foundation of Advertising – Theory and Practice – HPH
4. Integrated Advertising, Promotion And Marketing Communication, Clow & Black, PHI
5. Wells, Principles & Practices Of Advertising, PHI
6. Brand Management, H.V. Verma, Excel Books
7. Sharma & Singh, Advertising: Planning And Implementation, PHI

## **F4 INTERNATIONAL FINANCIAL MANAGEMENT**

### **Course Objective**

- *To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company.*
- *To familiarize students with unique economic factors that challenges a financial manager in the international context.*

### **Module 1: International Financial Environment**

**10 Sessions**

The Finance Function in Global Context, Distinguishing Features of International Finance, International Monetary System, International Financial Flows: Balance of Payments Framework, International Financial System - Markets and Institutions.

### **Module 2: Foreign Exchange Markets**

**14 Sessions**

Introduction, Structure of Foreign Exchange Market, Mechanics of Currency Trading, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Exchange Rate Determination and Forecasting, Introduction to Currency Futures, Currency Options, Forwards and Swaps.

### **Module 3: Forex Risk Management**

**8 Sessions**

Management of Foreign Exchange Risk – Translation Exposure, Transaction Exposure and Economic Exposure, Hedging – Managing operating exposure

### **Module 4: Financial Management of Multinational Corporations**

**14 Sessions**

Foreign Direct Investment, Cost of Capital and Capital Structure of Multinational Firms, Multinational Capital Budgeting, Multinational Working Capital Management. Control and Performance Evaluation of Multinational Companies.

### **Module 5: International Financing**

**10 Sessions**

The international Financing Decision, International Equity Financing, Evaluating Borrowing Options, Funding Avenues in Global Capital Markets – Eurocurrency Markets, Depository Receipts.

### **Module 6 : International Taxation**

**4 Sessions**

Meaning Tax Principles, Double Taxation relief, Bilateral relief, Unilateral relief, Special provisions relating to avoidance of tax & Tax haven subsidiaries & International offshore financial centers.

### **REFERENCE BOOKS:**

1. Apte, P.G., “International Financial Management”, Tata McGraw Hill Publishing Limited.
2. Vij, Madhu, “International Financial Management”, Excel Books.
3. Sharan, Vyuptakesh, “International Financial Management”, Prentice Hall of India.
4. H.R.Machiraju – International Financial Management HPH
5. Janikiraman :- International Financial Management – Biztantra

6. Shapiro, A., "Multinational Financial Management", Prentice Hall of India.
7. Madura, Jeff, "International Financial Management", Thomson Publications.
8. David K. Eieteman, etal, Multinational Business Finance, Pearson Education.

## **F5 STRATEGIC FINANCIAL MANAGEMENT**

### **Course Objective**

*The objective of this course is to introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.*

### **Module 1: Strategic Financing Decisions**

**10 Sessions**

Meaning and importance of Strategic Financial Management, Scope and Constituents of Strategic Financial Management, Financial Planning, Capital Allocation and Corporate Strategy, Capital Structure and Firm Value, Dividend Policy and Firm value – Stock vis-à-vis Cash Dividends, Strategic Cost Management – Activity Based Costing, Target Costing, Life Cycle Costing.

### **Module 2: Corporate Valuation**

**10 Sessions**

Meaning and approaches to Corporate Valuation – Adjusted Book Value Approach, Stock and Debt Approach, Comparable Companies Approach, Discounted Cash Flow Approach – Concept of Free Cash Flow to the Firm, Two and Three Stage Valuation Models. Valuation of Physical Assets, Valuation of Intangible Assets – Brand Equity and Human Resources.

### **Module 3: Value Metrics**

**15 Sessions**

Shareholder Value Creation – Traditional and Modern Approaches – Value Drivers. Approaches to Value Based Management – Marakon Approach, Alcar Approach, Mc Kinsey Approach, EVA Approach, BCG HOLT Approach. Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI – Concept of Economic Depreciation. Executive Compensation and Value Creation. Employee Stock Option Plan. Balanced Scorecard.

### **Module 4: Corporate Restructuring**

**5 Sessions**

Meaning and forms of corporate Restructuring – Spin off, Split off, Split up, Leveraged Buyout, Divestiture and other forms of corporate Restructuring .

### **Module 5 : Mergers & Acquisitions**

**10 Sessions**

Corporate Restructuring – Meaning and Forms. Mergers and acquisitions – Definition, Types, Motives for Merger or Acquisition, Steps involved in Merger, Mechanics of Merger – Legal, Accounting and Tax, Valuation for Mergers and Acquisitions, Financing of Merger and settlement – Exchange Ratio, Stock Vs. Cash Payments, Takeovers, Defensive Tactics of Takeovers and disinvestment of PSU's.

### **Module 6: Challenges in Strategic Financial Management**

**10 Sessions**

Financial Management in Knowledge Intensive Companies and Public Sector Companies, Financial Management in Sick Units, Financial Innovations and Financial Engineering – Overview, Scope, Tools of Financial Engineering, Financial Engineering versus Financial Analysis.

## REFERENCE BOOKS:

1. Chandra, Prasanna, "Financial Management", Tata McGraw Hill Publishing Limited.
2. Grinblatt, Mark and Titaman, Sheridan, "Financial Markets and Corporate Strategy", Tata McGraw Hill.
3. Sudhindra Bhat "Financial Management" Excel Books
4. R.M.Srivastava :- Financial Management and Police – HPH
5. Jakhotiya, G.P., "Strategic Financial Management", Vikas Publishing House Private Limited.
6. Vedpuriswar, A.V, "Strategic Financial Management – Achieving Sustainable Competitive Advantage", Vision Books.
7. Allen; Introduction To Strategic Financial Management
8. Swamy Parthasastri : - Corporate Governance ,Biztantra
9. Grundy & Scholes; Exploring Strategic Financial Management; Prentice Hall
10. Weston, Mergers, Restructuring & Corporate Control, PHI

# F6 PROJECTS - ANALYSIS AND IMPLEMENTATION

## Course Objective

- *To make the student understand the basic concept of project finance*
- *Provide students with an analytical and conceptual framework to evaluate capital investment proposals.*
- *To familiarize students with the various management techniques in implementing the project to its successful completion.*

### **CHAPTER : 1 PROJECT PLANNING**

**10 Sessions**

Concept of a project, categories of projects, Project life cycle phases, Generation and screening of project ideas, Project appraisal techniques, demand analysis, Technical analysis, Economic analysis, formulation of detailed project reports.

### **CHAPTER 2 : PROJECT ESTIMATION AND SELECTION**

**10 Sessions**

Preparation of cost estimates, finalisation of project implementation schedule, Investment criteria, PBP, ARR, NPV, PI, IRR, MIRR, cost of capital, capital rationing. Fixing the zero-date

### **CHAPTER 3: RISK MANAGEMENT IN CAPITAL BUDGETING:**

**15 Sessions**

Sources, Measures and perspectives of risk, portfolio related risk measures, Mean-variable, portfolio construction, capital Asset pricing Model, special techniques of risk analysis – sensitivity analysis, scenario analysis, break even analysis, Hill Model, simulation analysis, standard deviation in measurement of risk, co-efficient variation optimistic –permitted estimates, certainly Equivalent Approach, Decision Tree analysis Managing risk, project selection under risk.

### **CHAPTER 4: PROJECT FINANCING**

**10 Sessions**

Capital structure, sources of finance Margin money, promoters contribution, consortium lending and local syndication by banks, financing through markets and public issues, Term loans and debentures, Raising venture capital.

### **CHAPTER 5: PROJECT IMPLEMENTATION AND CONTROL**

**10 Sessions**

Organizing human resources and contracting, organizing systems and procedure for project implementation, working of systems, Design of systems, project work system design, work breakdown structure, project execution plan, project control system, project diary, project control –scope/progress control, performance control, schedule control and cost control.

### **CHAPTER 6: PROJECT REVIEW & ADMINISTRATIVE ASPECTS 5 SESSIONS**

Control of In-Program projects, post completion audits, Abandonment Analysis Administrative aspects of Capital Budgeting, Agency Problem, Evaluating Capital Budgeting systems of an organization.



## REFERENCE BOOKS:

1. Prasanna Chandra, Projects Planning Analysis selection, financing, Implementation, Tata McGraw Hill
2. S.Choudhury – Project Management Tata McGraw Hill publishing Co., Ltd.,
3. Vasanth Desai, Project Management – HPH
4. Ravi.M.Kishore – Financial Management – Taxman Publications
5. Gopalan, Project Management, John Wiley

## **H5 - KNOWLEDGE MANAGEMENT AND LEARNING ORGANIZATION**

### **MODULE 1 THE PARADIGM OF LEARNING ORGANIZATIONS**

The paradigm of learning organizations, lessons in learning and creativity, learning organizations – paradigm of strategy and management, life long creates trails of life long creators, model of life long creativity, mastering creative problems, solving, models of creative problems solving, model of creative intelligence, convergent thinking, acquiring a creative persona, techniques of creative problems solving and creativity.

### **MODULE 2 TECHNIQUES OF CREATIVE PROBLEM SOLVING**

Techniques of creativity, problem decomposition, information search, breaking stereotyped response, unblocking, mutual stimulation, imaging, fusioning, ideating, extermisation and dialectical, brainstorming, the when of creativity techniques – attributing changing and morphological analysis.

### **MODULE 3 BUILDING A LEARNING ORGANIZATION**

What is learning organizations – nature of learning enterprises, skills needed by learning organizations, three phases of learning, learning implies unlearning, adaptive and generative learning, building a learning organization, knowledge intensive organization.

### **MODULE 4: ISSUES, THEMES AND THE ROLE OF INFORMATION TECHNOLOGY ON LEARNING ORGANIZATIONS.**

Core issues and themes is building learning enterprises, vision and strategy, nature of the organization structure, an infrastructure for knowledge management, role of information technology in knowledge management, information technology and knowledge approaches.

### **MODULE 5 TECHNIQUES METHODS AND APPROACHES TO LEARNING ORGANIZATIONS.**

Learning companies fostering knowledge and learning, a brief overview of some techniques, methods and approaches, learning organizations and management of change – activities and case studies.

### **MODULE 6, KNOWLEDGE MANAGEMENT SYSTEM**

Introduction to knowledge management, knowledge management and knowledge management systems, drivers of knowledge, tacit and explicit knowledge, knowledge management is virtual organizations, implementing knowledge management solutions, knowledge management system on learning organization, knowledge management systems – issues, challenges and benefits.

## **H6 - INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

### **MODULE 1. INTERNATIONAL H.R.M**

Difference between Domestic HRM and IHRM, Managing International HR activities- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Repatriation & employee relations. Socio-Political Economic System – U.S, U.K, Japan and India – a comparative analysis.

### **MODULE 2. INTERNATIONAL RECRUITMENT AND SELECTION**

Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNE requirements.

### **MODULE 3. HR INFORMATION SYSTEM**

Meaning, Need, Advantages and uses. Designing of HRIS, Computerized HRIS, Limitation of HRIS. Computerized skill inventories, Global Talent Search.

### **MODULE 4. MANAGING HR IN VIRTUAL ORGANISATION**

Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

### **MODULE 5 GLOBALISATION & HRM**

Impact of globalization on Employment, HR Development, wage & benefits, Trade unions, Collective bargaining, Participative management & Quality circles. Ethical issues in HR, Changing environment of HRM - Internal and External factors. Internal factors – Human Resource of Country, changing demands of employers, employees organization. External factors – Change in Technology, Legal and Government, Customer Social factors, Economic and Political factors and talent management.

### **MODULE 6 TQM & HR MANAGEMENT**

Principles of TQM, Methods of Total Quality Management, HRM & TQM, HR strategy to TQM.

### **REFERENCE**

1. N Sengupta & Mousumi S Bhattacharya – International Human Resource Management – Excel Books
2. S.Jayashree – What Every MBA Should Know About HRM - HPH

## **S4 : E – COMMERCE TECHNOLOGY AND MANAGEMENT**

### **MODULE 1: FUNDAMENTAL OF E-COMMERCE**

Introduction to E-Commerce, Types of E-Commerce: B2B, B2C, C2C, G2G, G2E, G2C, E-Business Models & Markets, Techniques and Tools, E-Commerce Providers and Vendors.

### **MODULE 2: BUSINESS APPLICATIONS IN E-COMMERCE**

Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce. Supply Chain Management: E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE - Framework, Internet's effect on Supply Chain Power and E – Marketing.

### **MODULE 3: E-COMMERCE INFRASTRUCTURE**

Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.

### **MODULE 4: E-COMMERCE PAYMENTS AND SECURITY**

E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E – Cheque, E – Cash, E – Payment Threats & Protections.

### **MODULE 5: LEGAL AND PRIVACY ISSUES IN E-COMMERCE**

E-Commerce Issues & Opportunities in Implementation and Role of Government - Commercial Issues, Infrastructure Issues, Social and cultural issues, Role of Govt. and Policy Recommendations and Emerging trends in E- Commerce.

### **TEXT BOOKS**

1. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia, 2002.
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley, 2001.
3. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill, 1999.
4. C.S.V. Murthy – E.Commerce-HPH
5. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall. 1998.
6. C.S.Rayudu – E Commerce, E Business-HPH

## **S5 :SYSTEM ANALYSIS & DESIGN**

Objectives: The objective of the course is to familiarize the students with the various Concepts of system analysis, design and planning.

### **MODULE I**

System Concepts and Information Systems Environment, System Development life Cycle, Role of System Analyst.

### **MODULE II**

System Planning and initial Investigation, Information Gathering, Tools of Structured: DFD, DD, Decision Tree, Decision Table, Structured English, Pseudo code, Analysis, Feasibility Study, Cost/Benefit Analysis.

### **Module III**

Process and Stages of System Design, Input / Output and Forms Design, File Organisation and Database Design.

### **Module IV**

System Testing & Quality Assurance, Implementation and Software Maintenance, Hardware and Software Selection and Computer Contract, Project Scheduling and Software, Security, Disaster/ Recovery, and Ethics in System Development.

Text Books:

1. Elias M Awad, - System Analysis & Design, Galgotia Publication
2. Hopper, George, Valacich, Panigrahi, - Modern System Analysis and Design, Pearson Education.
1. James A Senn, - Analysis & Design of Information Systems, Tata McGraw Hill
2. Rajaraman, Analysis & Design of Information Systems, PHI.
3. Whitten, Bentley, Dittman, - System Analysis & Design Methods, TMH

## **S6 :ENTERPRISE RESOURCE PLANNING AND BUSINESS PROCESS RE-ENGINEERING**

Objectives: This paper will orient students to understand that business processes can be integrated in a seamless chain.

### **UNIT – I**

Introduction to Process Concept, Primary value chain concept, Process Activities, product complexities, Reengineering current situation, necessary to re-invent organization. Continuing the mass production concept, variation on the Greenfield approach. The impact of accounting system on decision seeking outside help, BPR success determination, Industry consolidation. The value of BPR; BPR experiences.

### **UNIT – II**

Analyze process, establish process matrix, process matrix vary by process type. Applying analysis tool and methods, accounting of process, determining the cost of quality, process analysis sample, first, further and by example. Activity analysis, span of control, process representation, consistent semantic, semantic network process representation and modeling culture change.

### **UNIT – III**

ERP - Introduction, integrated management information, seamless integration, supply chain management, resource management, scope and benefits, evolution, modern enterprise, business engineering and ERP.

### **UNIT – IV**

Business modeling - Building, extended ERP, business modeling in practice, ERP implementation, role of consultants, vendors and users, customization, precautions, guidelines. Post implementation options and methodology.

### **UNIT – V**

ERP - Competitive advantage, strategy, marketing of ERP, ERP Domain, MFGIPRO; IFSI Avalon, Baan IV; SAP, SAP R/3, Application; ERP III.

### **REFERENCE BOOKS:**

1. Ravi Anupindi, Suni Chopra, "Managing Business Process Flows", Pearson Education
2. Garg, V. K. and Veket Krishna N. K., "ERP Concepts and Practice", PHI Publication.
3. D.S. Linthicum, "Enterprise Application Integration", Pearson Education
4. Altekar, Enterprise Resource Planning, PHI
5. ERP – Alexis Leon, Leon Publishers
6. Supply Chain Management based on SAP Systems, G. Knolmayer, P. Mertens and A. Zeir, Springer International Edition.
7. Introduction to SAP, an Overview of SD, MM, PP,FI/CO Modules of SAP
8. ERP, Vinod Kumar Garg and N.K. Venkitakrishnan, PHI