



**School of Commerce and Management Sciences,
Swami Ramanand Teerth Marathwada University,
Nanded.**

Master of Business Administration (MBA)
(Choice Based Credit System)

Under the Faculty of Management Studies

**Course Details, Course Objective, Course Structure and
Workload and Course Contents**

(Revised syllabus with effect from June 2014)

(A) COURSE DETAILS

Name of the course	:	Master of Business Administration (M. B. A.)
Intake	:	60 (with NRI and PIO Quota)
Total credits	:	128
Total marks	:	3200
Eligibility	:	Any graduate
Course durations	:	Two years (full time) (extended over 4 semesters)
No. of lectures	:	60 contact periods per paper per semester
Medium of instruction	:	English
Methods of instruction	:	<ol style="list-style-type: none">1. Formal lectures as well as visiting speakers (Resource Persons) from universities / business and industry.2. Seminar discussion, test, tutorials / home assignments.3. Case discussions and Presentations.4. Role-plays.5. Syndicates.
Teaching aids	:	Use of video, audio tapes, OHP, Projector etc will be made teaching- learning more effective.
Pattern of Examination	:	As per Cumulative Grade Point Assessment system

(B) OBJECTIVES OF COURSE

This University has framed following objectives of M. B. A. programme:

1. To provide wide range of electives to the students in form of credit exchange intra and inter school on the campus.
2. To equip the students with a high level of conceptual, analytical and descriptive abilities along with inter disciplinary approach in learning.
3. Enable them to comprehend and understand complex environment and handle their job competitively and effectively.
4. Strengthen their decision-making skills.
5. To increase the business awareness and entrepreneurial abilities among educated youth for speeding up the process of industrialization required for industrially backward region like Marathwada.
6. To provide basic understanding in finance, business organization and the Government organizations for occupying positions like consultants, analysts and researchers.

(C) EXAMINATION PATTERN

Each paper will have:

- | | | |
|---------------------------|-------------------------|-------------------------|
| 1. Internal assessment | 50 marks | 2 credits |
| 2. University examination | <u>50 marks</u> | <u>2 credits</u> |
| | <u>100 marks</u> | <u>4 credits</u> |

A) Composition of internal assessment for 2 credits:

Distribution of internal marks per paper:

(Except for those with practical examination)

Test I	Test II	Tutorial I	Tutorial II	Seminar	Total
10	10	10	10	10	50

Break up of seminar/field survey marks: Seminar will be assessed on the basis of communication skill, presentation style, analytical ability, audience interaction & query handling, etc.)

- | | |
|--|--------------------------|
| 1) Seminar write-up/survey report | 05 Marks |
| 2) Seminar Presentation or survey
Report presentation | 05 Marks
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| Total | 10 Marks
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B) Paper pattern of university examination all papers for 2 credits:

- | | |
|----------------|---------|
| No. of credits | 02 |
| Total marks | 50 |
| Duration | 3 hours |

Nature of Question paper

- ✓ Question No. 1st and 6th are compulsory and carrying 10 marks each
- ✓ Question No. 2 to 5 will be descriptive or numerical questions. The candidate has to answer any 3 questions. All questions carry equal marks. (Paper pattern for 4 credit paper will be as per CGPA system which does not have any sections)

Project report & Viva-Voce:

*	Project report will carry	50 Marks	2 credits
*	Viva-voce on project	50 Marks	2 credits
	Total	100 Marks	4 credits

Project reports and pre project submission seminar will be evaluated by internal teacher for 50 marks of 2 credits and Viva-voce will be conducted by a committee consisting of project guide, HOD, and one or two experts appointed by the university. Grads, conversion of marks & CPI & final grade etc will be as per CGPA system.

C) Standards of passing

- The passing rules of this course shall be as per the CGPA system of this university.
- The internal and external assessment will constitute separate heads of passing and they will have to be shown separately in the transcripts including seminar/field survey credits.
- For each paper the ratio of marks of internal assessment in relation with external examination shall be as per CGPA system 50:50.
- Marks in the internal assessment should be communicated to the university before the commencement of the semester examination.
- The external assessment shall be based on the term end written examination to be held at the end of each semester for each paper/course.
- For internal examination/ assessment passing will be for 25 marks out of 50 marks and also for external examination passing will be for 25 marks out of 50. Category wise passing will be for 50% of total marks and in case fraction next integer number will be taken for passing e.g. out of 25 marks passing will be 13 marks instead of 12.5 marks.
- Student attending less than 75% of classes will not be allowed for internal or external examination in partial or full.
- All other rules of grades, conversation A.T.K.T. grace CPI & final grade marks etc. will be given as per CGPA system of this university.

Important Instructions and Key Points

1. There will be an industrial tour for not more than two weeks during the study period.
2. A.T.K.T. & grace marks will be given as per other P.G. Courses in the campus school.
3. The questions to be asked in the class tests / tutorials / home assignments / seminar presentation will be prepared by the concerned teachers and communicated to the candidates. The school should submit internal marks to the university examination

department before the commencement of external examination. In case of any grievance to the students about internal marks given by the teachers then the decision of the Head of the Department shall be final.

4. At the Semester end examination (external assessment) total marks 50 per paper. The duration of the examination for all papers is three hours. For university examinations in every paper there should be at least one examiner / paper setter shall be from other university area as far as possible.
5. It is suggested that a minimum of 10 days shall be given to the candidates for preparation of external examination after completion of syllabus.
6. For computer-based papers, (Computer applications in Management, e-Business and MIS) University examination will be for 50 marks and Practical examination is for 25 marks and will be conducted by the concerned teacher. For these papers internal marks are for journals 15 marks, seminar presentation 10 marks. The total 50 marks are given by the concerned teacher and will form a single head i.e. internal assessment. External examiner is appointed for conducting practical examinations as far as possible.
7. In case of any grievance to the students about internal marks given by the teachers then following procedure will be adopted. Director of the school will appoint 'Three members committee' with prior approval of Hon'ble Vice Chancellor for the constitution of committee. The committee will be made up of three members. Director of the school will be chairman of the committee, one external subject expert will be member and one internal school faculty will be member. They will investigate and submit report to the chairman and corrective actions could be taken by the approval of Vice-Chancellor and final report will be submitted to examination section of this University for further necessary action.

(D) COURSE STRUCTURE AND WORKLOAD**MBA syllabus w.e.f 2013-14**

**Name of the Class: M.B.A. (First Year) (Semester I and II)
M.B.A. Semester I (New)**

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per course	Internal	University	Total Marks
101	I	Principles & Practices of Management	04	04	50	50	100
102	II	Accounting for Managers	04	04	50	50	100
103	III	Managerial Economics	04	04	50	50	100
104	IV	Legal aspects of Business	04	04	50	50	100
105	V	Quantitative Techniques & Business Mathematics	04	04	50	50	100
106	VI	Organisational Behaviour	04	04	50	50	100
107	VII	Computer Applications in Management	03 + 01=04 (L+P)	04	50	50	100
108	VIII	Seminar on Contemporary Management Issues	04	02	50	--	50
Total			32	30	400	350	750

M.B.A. Semester II (New)

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
201	IX	Marketing Management	04	04	50	50	100
202	X	Financial Management	04	04	50	50	100
203	XI	Production & Operations Management	04	04	50	50	100
204	XII	Human Resource Management	04	04	50	50	100
205	XIII	Research Methodology, & Statistics for Management	04	04	50	50	100
206	XIV	Environment for Business & Environmental Management	04	04	50	50	100
207	XV	Management of Creativity	04	04	50	50	100

(A)	(A)	and Innovations OR					
207	XV	Business Process					
(B)	(B)	Reengineering and Quality Management	04	04	50	50	100
208	XVI	E-Business	3+1=04 (L+P)	04	50	50	100
209	XVI I	Comprehensive Viva	--	02	--	50	50
Total			32	34	400	450	850

Name of the Class: M.B.A. (Second Year) (Semester III and IV)
MBA III Semester (New)
Compulsory subjects

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
301	XVII I	Business Policy & Strategic Management	04	04	50	50	100
302	XIX	Business Entrepreneurship & Project Management	04	04	50	50	100
303	XX	Managerial Communication	04	04	50	50	100
304	XXI	International Business Management	04	04	50	50	100

FUNCTIONAL ELECTIVES I (Marketing) Group A

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
305-A	XXII-A	Consumer Behaviour & Marketing Research	04	04	50	50	100
306-A	XXIII-A	Advertising, Sales Promotion, Sales & Distribution Management	04	04	50	50	100
307-A	XXIV-A	Rural & Industrial Marketing	04	04	50	50	100
308-A	XXV-A	Retail Management	04	04	50	50	100

FUNCTIONAL ELECTIVES II (Finance) Group B

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
305-B	XXII B	Security Analysis & Portfolio Management.	04	04	50	50	100
306-B	XXIII B	Management of Financial Services	04	04	50	50	100
307-B	XXIV B	Strategic Financial Management.	04	04	50	50	100
308-B	XXV B	Financial Derivatives	04	04	50	50	100

FUNCTIONAL ELECTIVES III (HRM) Group C							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
305-C	XXII C	Human Resource Planning	04	04	50	50	100
306-C	XXIII C	Human Resource Training & Development	04	04	50	50	100
307-C	XXIV C	Management of Industrial relations & Employment Laws	04	04	50	50	100
308-C	XXV C	Leadership Skills & Change Management	04	04	50	50	100
FUNCTIONAL ELECTIVES IV (Information Systems) Group D							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
305-D	XXII(D)	Structured System Analysis & Design	03+01=04 (L+P)	04	50	50	100
306-D	XXIII(D)	Software Engineering & Management	03+01=04 (L+P)	04	50	50	100
307-D	XXIV(D)	Database Management Systems	03+01=04 (L+P)	04	50	50	100
308-D	XXV(D)	Management Support Systems	03+01=04 (L+P)	04	50	50	100
Total			80	32	400	400	800

Name of the Class: M.B.A. (Second Year) (Semester III and IV)
MBA IV Semester (New)
Compulsory subjects

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
401	XXVI	Operations Research	04	04	50	50	100
402	XXVII	Corporate Governance, Business Ethics & Ethos.	04	04	50	50	100
403	XXVIII	Management Information Systems	03+01=04 (L+P)	04	50	50	100

404(A)	XXIX(A)	Logistics & Supply chain management OR	04	04	50	50	100
404(B)	XXIX(B)	Disaster Management	04	04	50	50	100
FUNCTIONAL ELECTIVES – I (A Marketing Management)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
405(A)	XXX (A)	Product & Brand Management	04	04	50	50	100
406(A)	XXXI(A)	Services & Relationship Marketing	04	04	50	50	100
407(A)	XXXII(A)	Global Marketing	04	04	50	50	100
408(A)	XXXIII(A)	Project Report and Viva Voce	04	04	50	50	100
FUNCTIONAL ELECTIVES – II (B Financial Management)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
405 B	XXX B	Banking Services Operation	04	04	50	50	100
406 B	XXXI B	Corporate Income Tax and Planning (Business Taxation)	04	04	50	50	100
407 B	XXXII B	International Financial Management	04	04	50	50	100
408 B	XXXIII B	Project Report and Viva Voce	04	04	50	50	100

FUNCTIONAL ELECTIVES – III (Human Resource Management)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
405-C	XXX C	Performance Management & Retention Strategies.	04	04	50	50	100
406- C	XXXI C	Strategic Human Resource Management	04	04	50	50	100
407-C	XXXII C	International Human Resource Management	04	04	50	50	100
408-C	XXXIII	Project Report and Viva	04	04	50	50	100

	C	Voce					
FUNCTIONAL ELECTIVES – IV (Information Systems Group D)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
405 D	XXX D	Strategic Management of Information Technology	3+1=04 (L+P)	04	50	50	100
406 D	XXXI D	Emerging Trends in Information Technology	3+1=04 (L+P)	04	50	50	100
407 D	XXXII D	Information Systems Audit & Control	3+1=04 (L+P)	04	50	50	100
408 D	XXXIII D	Project Report and Viva Voce	04	04	50	50	100
		Total	68	32	400	400	800

Summary of Credit System

Class	Total credit in the semester
M.B.A. Semester I	30
M.B.A. Semester II	34
M.B.A. Semester III	32
M.B.A. Semester IV	32
Total	128

M.B.A. Mark Distribution

Semester	Internal	University Exam	Total
M.B.A. Semester I	400	350	750
M.B.A. Semester II	400	450	850
M.B.A. Semester III	400	400	800
M.B.A. Semester IV	400	400	800
Total	1600	1600	3200

Dean
Faculty of Management Studies,
S. R. T. M. University Nanded

Place:
Date:

M. B.A. I Semester

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. I

PRINCIPLES AND PRACTICES OF MANAGEMENT

Objectives: -

To familiarize students with basic management concepts, tasks, processes in organization. To enable students to analyze and evaluate management philosophy and impact of this philosophy.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I: Introduction to Management: Definition, Characteristics and Nature of Management, The Management Process, Management levels and hierarchy, Managerial Roles, Management skills, Universal applicability of Management.	1	15	25
2	Unit II: Theories of Management: The Evolution of Management Theory: Early thinking about Management, Classical Theories: Scientific Management School, Administrative Management, Bureaucratic Management Neo-classical theories: Human Relations school- Behavioral approach Quantitative or Management science approach Recent development in management theory: Systems approach, Contingency approach etc	1	15	25
3	Unit III: Corporate Social Responsibility and Managerial Ethics Social responsibilities of Management, Arguments for and against social responsibilities of Business, Social stakeholders, Managerial ethics Unit IV:- Functions of Management Part I Planning- Characteristics, Nature, Importance, Steps, Limitations, Types of Planning, & Plans Management by Objectives (MBO) Decision Making —Concept, Nature, Process, Types of decisions Organizing- Concept, Nature, Importance, Principles, Centralization, Decentralization. Organization Structure- Line and Staff authority, Functional, Product, Matrix, Geographical, Customer, New forms of organization- virtual etc	1	15	25
4	Unit V: Functions of Management Part II Staffing- Concept, Nature, Importance, Steps. Directing- Concept, Nature Importance. Leadership –Concept, Nature, Importance, Attributes of a leader, Leadership theories Controlling - Concept, Importance, Process of controlling, Types of Control, Control techniques	1	15	25
	Total	4	60	100

Books Recommended:

1. Management - Stoner, Freeman, Gilbert, Prentice Hall of India
2. Management Concepts, Practice and Cases – Karminder Ghuman, K.Aswathappa, Tata McGraw Hill Education Pvt. Ltd., 2010
3. Management Tasks, Responsibilities, Practices – Peter F. Drucker, Allied Publishers
4. Management Theory and Practice (Text and Cases) – Dr. P. Subba Rao, Himalaya Publishing House, 2012
5. Principles of Management: Concepts and Cases – Rajeesh Viswanathan, Himalaya Publishing House

M. B.A. I Semester

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. II**ACCOUNTING FOR MANAGERS**

Objective: To develop an insight of postulates, principles and techniques of accounting and Utilization of financial and accounting information for planning, and decision-making helpful for Managers.

Sr. No.	Topic	No. of Credits	No. of Lectures	Marks
1	Unit I : Introduction to Accounting for Management: Nature and Scope – Management Accounting Process– Financial Accounting Vs Cost Accounting Vs Accounting for Management –Role of Account in Modern Organization.	1	15	25
2	Unit II: Financial Accounting System: Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries, Secondary Books of Accounting, Preparation of Trial Balance, Final Accounts of Sole Traders.	1	15	25
3	Unit III: Introduction to Management accounting: changing role of Management Accounting Financial Statement Analysis- Ratio Analysis – types & calculations	1	15	25
4	Unit IV: Elements of Cost: Cost Sheet Preparation and Managerial Decision Making Techniques like (a) Marginal costing – Cost volume profit analysis, BEP (b) Budgetary control, Operating and Financial Budgets, Flexible Budgets. (c) Standard Costing – Materials Cost and Labour cost variances only. Unit V: Emerging issues in Management Accounting: Human Resource Accounting Responsibility Accounting Inflation Accounting. Recent trends in	1	15	25

	Accounting for Managers			
	Total	4	60	100

Books Recommended:

1. Cost Accounting – Jawaharlal
2. Cost and Management Accounting - S.M.Inamdar
3. I. M. Pandey : Management Accounting Vikas Publishing House.ND
4. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
5. Management Accounting - Dr. A. P. Rao
6. Management Accounting - Dr. Mahesh Kulkarni
7. Management Accounting 3rd Ed. - Khan & Jain
8. Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
9. Theory & Problems in Management & Cost Accounting - Khan & Jain

M. B.A. I Semester

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

Paper No. III
MANAGERIAL ECONOMICS

Objective:

The objective of the course is to provide insights into these aspects. Students of management must be exposed to the time tested tools and techniques of managerial economics to enable them to appreciate their relevance in decision making.

Sr. No.	Topic	No. of Credits	No. of Lectures	Marks
1	Unit I: Introduction to Managerial Economics: Nature and Scope of Managerial Economics, Role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand – concept, determinants of Demand, Demand Function and econometric techniques. Theories of Supply-concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Demand forecasting.	1	15	25
2	Unit II: Cost Functions: Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial use of cost Function; Production Function to cost function-long run and short run Total cost. Production and cost-Return to scale, cost curves.	1	15	25
3	Unit III: Market Structure and pricing decisions: The competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.	1	15	25
4	Unit IV: National Income: Concept and measurement. GDN, GNP, Business cycles, fiscal policy, Monetary policy and inflation. Unit V: Case studies /numerical problems on the above topics.	1	15	25
	Total	4	60	100

Books Recommended:

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
3. Joel Dean : Managerial Economics, Prentice Hall, New Delhi.
4. Mote, Paul & Gupta: Managerial Economics- Concepts and Case, Mc Graw Hill, New Delhi.
5. D. M. Mithani: Managerial Economics- Himalaya Publishing, Mumbai
6. Prasad, Sinha, Mnagaerial Economics- Pragati Publising, Meerut
7. H.L. Ahuja, Managerial Economics, S. Chand Publictation

8. Geetika, etal, Managerial Economics, Tata Mc Graw Hill Publishing, New Delhi
9. G. S. Gupta, Managerial Economics Tata Mc Graw Hill Publishing, New Delhi

M. B.A. I Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

**Paper No. IV
LEGAL ASPECTS OF BUSINESS**

Objective:

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	<p>Unit I : Introduction: Meaning and Concept Law, Need, Mercantile Law, Need and sources, Its importance.</p> <p>Unit II Contract Act, 1872: Definition, concept of contract, valid contract and its essential elements, Types of contract, discharge of contract: various; remedies for breach of contract, Govt. Contract.</p>	1	15	25
2	<p>Unit III Sale of Goods Act, 1930: Introduction, contract of sale, agreement to sell documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property significance of transfer of ownership, rule; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of unpaid-sellers.</p>	1	15	25
3	<p>Unit IV Negotiable Instruments Act, 1881: Definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and deliver of negotiable instrument, negation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, Dishonour of cheque and its consequences.</p> <p>Unit V A. Partnership Act, 1932: Definition of partnership, types, of partnership, formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm</p>	1	15	25

	B. Companies Act, 1956: definition of company, formation of company, memorandum and articles of associations of a company, types of companies, directors and meeting; winding up of companies			
4	<p>Unit VI Consumer protection Act, 1986: Definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums</p> <p>Unit VII The Information Technology Act, 2000 Digital Signature- Digital Signature Certificate, Electronic Governance , Electronic Records , Certifying Authorities, Penalty & Adjudication .</p> <p>Unit VIII Miscellaneous Provisions: Conceptual understanding of patents, copyrights, trademarks , FEMA, Environmental protection Act., Sick Companies Act 1985 , IRDA , Competition Act 2002, Right to Information Act 2005</p>	1	15	25
	Total	4	60	100

Books Recommended:

1. Kuchhal MC-Business Law(Vikas), 2nd ed 1998.
2. Tlsian-Business Law, (Tata Mc Graw- Hill, 2nd edition)
3. Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.
4. Bulchandani Business Law.

M. B.A. I Semester

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

Paper No. V**QUANTITATIVE TECHNIQUES AND BUSINESS MATHEMATICS****Objectives:**

To impart basic concepts in quantitative techniques and business mathematics, to develop skills in structuring and analysis problems and develop aptitude to implement the solutions of the decision problems.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I Quantitative Techniques: Meaning and Classification of Quantitative Techniques, Programming Techniques, Role of Quantitative Techniques in Management Decision - making.	1	15	25
2	Unit II Transportation and Assignment Problems: Transportation Model, Problem Statement, Loops in Transportation Table, Steps in Transportation Method. North – West Corner Rule, Least Cost Method (Matrix Minima), Column Minima, Row Minima Method, Vogel’s Approximation Method (VAM), Modified Distribution (MODI) Method. Hungarian Assignment Method (HAM), Maximization Case.	1	15	25
3	Unit III Queuing Theory: Queuing system. Arrival Process, Service system-queue structure, Operating Characteristics of queuing system- Basic concepts in queuing theory, Queuing models; (1) Poisson, exponential, single server model infinite population (2) Poisson, exponential, single server model finite population (3) Poisson exponential multiple server model (4) Erlang’s Method.	1	15	25
4	Unit IV Game Theory, Replacement Models and Sequencing Models: Game Theory – Two Person – Zero Sum – Game. Saddle Point, Value of Game, Dominance Strategy, Mixed Strategy, Replacement Models, Sequencing Models, Johnson’s Algorithm for no jobs & Two machines n jobs & three machines, Two jobs and m machines problems Unit V Business Mathematics: Determinants & Matrices, Functions & Limits, Differential Calculus, Binomial Expansions, Permutations & Combinations, Compound Interest & Annuity.	1	15	25
	Total	4	60	100

Books Recommended:

1. Quantitative Techniques in Management. (TMH)– by N.D. Vohra , Tata Mc Graw Hill
2. Quantitative Techniques by C.R. Kothari, Vikas Publishing House, Delhi.
3. Statistical Methods - by S.P. Gupta, Sultan Chand & Sons.

M. B.A. I Semester

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. VI
ORGANIZATIONAL BEHAVIOUR

Objective:

The Paper aims to present the basic concepts of organizational behavior. The objective is to help student comprehend perceive and understand dynamic nature of groups; provide an insight into behavior of individuals in organization and adopt effective strategies to influence it. It also aims to help the student develop decision making skills through case discussions.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I Organizational Behavior: Definition, assumptions, significance -Historical Evolution- Fundamental concepts of OB, OB- as an emerging challenge of managing diversity.	1	15	25
2	Unit II Individual Behavior and Managing diversity, Factors affecting individual behavior, Personality Development: meaning and determinants, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception: Meaning and definition, Perceptual process, Managerial implications of perception in business situations, Perceptual errors i.e. factors influencing perception.	1	15	25
3	Unit III Motivation: Nature and importance, basic process- theories of motivation: Maslow's hierarchy of needs theory, Herzberg theory, Alderfer's ERG theory, McClelland's Achievement Motivation Theory, Expectancy theory, Theory X & Y.	1	15	25
4	Unit IV Group Behavior: Group formation: formal and informal group, stages of group development, Group decision making, group effectiveness and self managed teams. Unit V Conflict and Stress Management: Meaning, process, functional and dysfunctional conflict, conflict handling- nature, causes and consequences of stress. Management of change: concept, Lewin's stages of change, forces of change, resistance to change and managing planned change.	1	15	25

	Case studies on the above topics.			
	Total	4	60	100

Books Recommended:

1. Diagnostic approach to Organisational Behaviour by Gordon J.R., Allyn and Bacon, New York, 1987.
2. Essentials of Organisation Behaviour by Robbins S.J., Text N.D.
3. Organisational Behaviour Processes by Parle K.U., Rowat Publishers, Jaipur, 1988.
4. Organisational Behaviour by Robbins P. Stephen, McGraw Hill Inc. New York.
5. Organisational Behaviour, Concepts, Controversies and Applications – by Robbins P. Stephen, Prentice Hall of India, N.D. 1985.
6. Management of Organisational Behaviour Utilizing Human Resources- by Paul Hersey & Ken Blanchard, Prentice Hall of India; N.D. 1985.
7. Managing in Turbulent Times by Drucker. Peter F., Pan Books Ltd. London, 1980.
8. Organizational Behaviour- Text, Cases and Games- by K. Aswathappa, Himalaya Publishing House.

M. B.A. I Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

**Paper No. VII
COMPUTER APPLICATION IN MANAGEMENT**

Objective: The objective of this course is to provide an insight into basic features of Computer Systems and their Applications in Managerial Decision Making.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit-I Introduction to Computer: Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices, Hardware – Software, Fundamentals of operating system- Windows, Unix/Linux. World Wide Web - Internet operations. Emerging communication technologies.	1	15	25
2	Unit-II Software Concepts: Types of software – Software: its nature and qualities – – Windows Operating System Functions -Windows and its applications- Elements of Desktop, Application Window. Document Window, Special Indicators, File Handling in Windows, Accessories	1	15	25
3	Unit-III Software Packages: Microsoft Word – Mail merge, Microsoft Excel – Formulae, Graphs Microsoft Power Point – Creating effective presentations Toolbar, their Icons and Commands – Navigating in Power point - Creation of	1	15	25

	slides, animation, and templates - Designing Presentations –Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard. Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries, Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet			
4	<p>Unit-IV Information Technology: Advantage and Disadvantage of IT Outsourcing, Telecommunication Concepts, Data Transmission and OSI layers, Local Area Network, Wide Area Network, TCP/IP Fundamentals, Internet, Intranet, Extranet, The world-Wide Web. Email. Web browsers, Web browsing.</p> <p>Unit-V Computer Networks: Overview of a Network – Communication processors – Communications Media – Types of Network – Network Topologies- Network protocols –Network Architecture.</p> <p>Exercises in the above areas are Mandatory for Computer Lab Practicals.</p>	1	15	25
	Total	4	60	100

Books Recommended:

1. Aksoy, Introduction to Information Technology, Cengage, ND
2. Management Information Systems by D.P. Goyal, MacMillan Publishers.
3. Management Information Systems by Mahadeo Jaiswal, Monika Mittal, Oxford University Press.
4. Parameswaran: Computer Application in Business – S Chand, New Delhi.
5. PS Gill, Database Management Systems, IK Int Pub House, New Delhi
6. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi
7. Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai.
8. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.

M. B.A. I Semester

Internal Assessment 50 Marks
Total 50 Marks

Paper No. VIII
SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1.	<p>Here the faculty members will assign contemporary issues concerning with Indian corporate sector like Merger & Acquisition, Current economic issues, Global interface, Stock market developments, Recent trends in finance, marketing, H.R., Productions, Operations, Systems etc.</p> <p>The student will prepare seminar/group exercise- discussion under the guidance of the faculty members to be allotted by the Director/ Head of the School.</p> <p>This is a part of internal assessment. The student will submit written report and make an oral presentation before a panel of three teachers to be appointed by the Director/ Head.</p> <p>This seminar will assist for overall development of students through contemporary management issues and enhance the managerial skills of presentations, develop confidence and communication of the students.</p>	2	30	50

	Objectives, Process, Methods. Place decisions – Channels of Distribution, Physical Distribution, Market Logistics.			
4	Unit-V Promotion mix: Advertising, Sales promotion, Personal selling, Public relations, Publicity. Direct Marketing - Major Channels for Direct Marketing, Online Marketing- Promises and Challenges of Online Marketing.	1	15	25
	Total	4	60	100

Books Recommended:

1. Marketing Management – Philip Kotler, Prentice Hall of India Private Ltd., New Delhi.
2. Marketing Management Planning, Implementation and Control the Indian Context – V. S. Ramaswamy and S. Namakumari, McMillan India Ltd.
3. Marketing Management – Biplab S. Bose, Himalaya Publishing House
4. Marketing Management- Karunakaran
5. Marketing Management- Willian Stanton
6. Marketing Management- Michael Porter

M. B.A. II Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. X FINANCIAL MANAGEMENT

Objectives: The objective is to enable and equip the manager with basic functions of financial management and tools for applying financial analysis.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I Finance Functions: Meaning, Importance and Objectives of Financial Management- Sources of finance- Role of a finance manager- Financial Goals: Conflicts in profit versus value maximization principle.	1	15	25
2	Unit II Investment Decisions: Nature of investment decisions, Time value of Money in investment decisions, Investment evaluation criteria: Pay Back, Profitability Index, ARR, NPV, IRR- Risk analysis in capital budgeting. Capital Structure Theories: NI & NOI Theory, Traditional and M.M. hypotheses- Determining capital structure in practice. Cost of Capital: Meaning and significance of cost of	1	15	25

	capital, Calculation of cost of debt, preference capital, equity and retained earnings; Combined cost of capital (weighted).			
3	<p>Unit III Management of Working Capital: Meaning, significance and types of working capital- Sources of working capital- Financing of working capital and norms of bank finance, various committee reports on bank finance- Calculating operating cycle period and estimation of working capital requirements. Funds flow and Cash flow statements. Dimensions of working capital management: Receivables management, Inventory management, Cash management.</p>	1	15	25
4	<p>Unit IV Operating and Financial Leverage: Measurement of leverages, Effects of operating and financial leverage on profit, analyzing alternate financial plans, combined financial and operating leverage - EBIT-EPS relationships, financial break-even analysis.</p> <p>Unit V Dividend Policies: Forms of dividends, Types of dividend policies, Stability in dividend policy - corporate dividend behavior- Dividend policy in practice: Walter's model, Gordon's model, Modigliani-Miller model.</p> <p>Note: Numerical problems will be based on capital budgeting decisions, working capital estimation, funds flow and cash flow statements, cost of capital and leverages.</p>	1	15	25
	Total	4	60	100

Books Recommended:

1. Khan and Jain: Financial Management, Tata McGraw Hills.
2. I.M. Pandey: Financial Management, Vikas Publications.
3. S.N.Maheswari: Financial Management: Principles and Practice, Sultan Chand and Sons.
4. John J. Hampton: Financial Decision Making, Prentice Hall of India.
5. V.N. Laturkar & Arpita Alvi: Financial Management, Jahanvi Publications Pvt. Ltd., Jaipur.
6. Lawrence J. Gilma: Principle of Managerial Finance, Addisa Werly.

M. B.A. II Semester

University Examination 50 Marks

Paper No. XI
PRODUCTION & OPERATIONS MANAGEMENT

Objectives: The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I Overview of Production/Operations management: Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems Production systems: issues and environment.	1	15	25
2	Unit II Productivity and PPC: Production system design Planning and Control: Basics of PPC, Process technologies: Capacity Planning, facility planning, Work system design, Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Scheduling and Sequencing Models, Maintenance Management, Industrial Safety.	1	15	25
3	Unit III Types of Industries: Variety of Businesses – Integration of Manufacturing & Services –Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production - Characteristics of each method UNIT IV Facilities Location & Layout: Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions, Models of plant location, Principles and Types of Facilities Layout. Plant capacity and line balancing	1	15	25
4	Unit V Material Management: An Overview, Dependent and Independent Demand System, Material Handling Principals- Equipments, - In Mass Production in Batch/Job Order Manufacturing.: Inventory Control- JIT, JOT, Zero inventory. systems of inventory control deterministic models & probabilistic models. EOQ safety stock ABC, VED FNSD analysis. Value analysis. Unit VI Quality Management: Introduction, Inspection, Nature of inspection, Quality management, objectives of quality control, Statistical quality control, Acceptance sampling, Control Charts, Quality circles. Total Quality Management (TQM),	1	15	25

Statistical Quality Control, Six Sigma, ISO 9000 and other Standards, Recent Trends in Production / Operations Management. <i>Numericals expected on scheduling and sequencing, line balancing, work study and inventory management.</i>			
Total	4	60	100

Books Recommended:

1. B.S. Goel, production operations management, Pragati Publication, Meerut
2. J. P. Saxena, Production and Operations Management, Tata Mcgraw Hill, New Delhi
3. P. Ramamurthi, Production and operations Management, New Age international Publisher, New Delhi
4. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
5. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009
6. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
7. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009
8. Panneer Selvam R: Production and Operations Management, PHI, New Delhi, 2005
9. Shridhara Bhat: Production and Materials Management, Himalaya Publishing House, Mumbai
10. Nair N.G: Production and Operations Management, Tata McGraw-Hill Publication, New Delhi, 2008
11. Rajesh K. Prasad & Bijoya Prasad: Production Management, Jain Brothers, New Delhi, 2008.
12. Norman Gaither: Production and Operations Management, The Dryden Press
13. Everett E Adam & Ronald J. Ebert : Productions and Operations Management Tata Mc Graw Hill, New Delhi, 1974

M. B.A. II Semester

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

**Paper No. XII
HUMAN RESOURCE MANAGEMENT**

Objectives: The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I Managing People: Human Resource Management defined, Models of HRM, Process of HRM, and Reservations about HRM, HRM and Personnel Management, How HR impacts on organizational performance, HRM in context. Human Capital Management, Role of HR function, Role of HR practitioner, International HRM, Work and Employment-The nature of work, Employment relationship, the psychological contract.	1	15	25
2	Unit II Organisation Design and Development: The process analysis, and diagnosis, Responsibility for organization design. Job design and role development Jobs and roles, Factors affecting job design, Job design Job enrichment, High-performance work design Organizational development, change and transformation Organization development, Change management Organizational transformation, Development and change processes. Unit III People Sourcing: Human resource planning, Talent management, Recruitment, Selection, Induction to the organization, Release from the organisation. The Basis of performance management: Performance management defined, Understanding performance management, guiding principles of performance management, Performance appraisal and performance management. 360-degree feedback: 360-degree feedback defined, Use of 360-degree feedback, 360-degree feedback – methodology, 360-degree feedback – criteria for success,	1	15	25
3	Unit IV Organisational behaviour: Characteristics of people: Individual differences Attitudes, Attribution theory – how we make judgement about people. Organizational commitment and engagement: The concepts of commitment and engagement, Influences on commitment and employee	1	15	25

	satisfaction, Engagement. How organizations function Basic considerations, Organization theories Organizational processes. Organizational culture: How organizational culture develops, the diversity of culture the components of culture, Assessing organizationa culture, measuring organizational climate.			
4	Unit V Reward management: The philosophy of reward management, Elements of reward management, Total reward, paying manual workers. Job evaluation- Analytical job evaluation, Non-analytical job evaluation, Incidence of job evaluation, Computer assisted job evaluation. Market rate analysis- The concept of the market rate, Information required, Job matching, Presentation of data, Sources of information. Grade and pay structures- Grade structure defined, Pay structure defined, Guiding principles for grade and pay structures, Types of grade and pay structure, Designing grade and pay structures, Employee Voice- The concept of employee voice, involvement and participation.	1	15	25
	Total	4	60	100

Case Studies on the above Topics

Books Recommended:

1. De Cenzo & Robbins : Personnel / Human Resource Management, 3rd (PHI)
2. McKenna & beach : The Essence of Human Resource Management (PHI)
3. Berdwell / Holden : Human resource Management A Contemporary Perspective (Mac Millan)
4. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.
5. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
6. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
7. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
8. Decenzo, "Human Resource Management", 2008, Wiley.
9. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
10. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
11. Gomez Mejia et.al, "Managing Human Resource", 2010, PHI.
12. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.

M. B.A. II Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XIII

RESEARCH METHODOLOGY & STATISTICS FOR MANAGEMENT

Objectives: The basic objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making & Research it also aims at developing the computational skill of the students relevant for statistical analysis.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	<p>Unit I - Research in Management: Research as an aid to decision making. Uses & limitations of research in management. Research design, collection of data, Types of Data, methods of Data collection.</p> <p>Unit II - Data processing: Analysis, Interpretation, scaling techniques & report writing. Steps in preparing research report characteristics of a good research report.</p>	1	15	25
2	<p>Unit III - Statistics: Meaning and Salient Features of Statistics, Statistical Techniques, Role of Statistical Techniques in Management Decision Making.</p> <p>Unit IV - Probability Theory: Probability: Concepts of Probability, Additive and Multiplicative Laws, Baye's Decision Rule, Theoretical Distributions: Binomial, Poisson and Normal distribution.</p>	1	15	25
3	<p>Unit V - Sampling theory of estimation: Concept of Sampling, Reasons for Sampling, Types of Samples, Estimation, Hypothesis testing, Type I and Type II Errors. Large Sample Tests: Mean Test, Difference between Two Means, Difference between Two Standard Deviations. Small Sample Test: Mean Test, Difference between Means of Two Independent Samples, Difference between Two Dependent Samples or Paired observations, Z- test of significance of coefficient of correlation.</p>	1	15	25
4	<p>Unit VI - Non-parametric tests: Meaning-Advantages and Limitations of Non-Parametric Tests. The Sign Tests: One Sample Sign test, the Two Sample Sign Test for paired and independent observations, Chi Square Test and Test of Goodness of fit.</p> <p>Unit VII - Analysis of variance (ANOVA) Meaning, Assumptions, Procedure for Analysis of Variance, General form of ANOVA, One Way Classification, Two-Way Classification, Computation of Variance</p>	1	15	25
	Total	4	60	100

Books Recommended:

1. Amir D. Aczel & Jayavel Sounderpandian-Complete Statistics, 6th Edition, TMH.

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

M. B.A. II Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XIV

ENVIRONMENT FOR BUSINESS & ENVIRONMENTAL MANAGEMENT

Objectives: to develop the ability to analysis the competitive business environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I - Basics of Business Environment: Nature, Concept and Significance & Types of Business Environment-Internal Environment, Economic Environment, Socio-Cultural Environment, Political Environment and Technological Environment	1	15	25
2	Unit II - Indian Business Environment: Government Policies-Industrial Policy, EXIM Policy, Technology Policy, Government policy regarding Small Sector Enterprises. Changing role of Government, Liberalization, Privatization, Globalization & its impact on Indian Economy, Multinational Corporations, Foreign Direct Investment (FDI).	1	15	25
3	Unit III - Environmental Education: Objectives, Functions of Environmental Education, Role of NGOs in Environmental Education, Environmental Protection Act	1	15	25
4	Unit IV - Managing Natural Resources: Importance of Water & Land, Water Management, Renewable and Non-renewable resources, Need of renewable resources Unit V - Global Warming: Problems & Implications, Concept of Carbon Credit, Role of Government, Non-Government	1	15	25

	Agencies & Business in Prevention of Global Warming.			
	Total	4	60	100

Case studies on the above topics.

Books Recommended:

1. Environmental Policy-By James Lester, Duke University Press
2. Environmental Management System ISO 14001-By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik
3. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
4. Justin Paul: Business Environment-Text and Cases, The McGrawhill.

M. B.A. II Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XV (A)

MANAGEMENT OF CREATIVITY AND INNOVATIONS

Objectives: To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner; To expand the knowledge horizon of individual creativity and corporate creativity to transform the living conditions of the society.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I - Realms of Creativity: Creativity: Concept- Convergent and Divergent Thinking- Creative abilities - Creativity Intelligence, Enhancing Creativity Intelligence-Determinants of Creativity - Process-Roots of Human Creativity-Biological, Mental, Spiritual Social- Forms of Creativity- Essence, Elaborative and Expressive-Existential, Entrepreneurial and Exponential.	1	15	25
2	Unit II - Creative Personality: Traits - Congenial to Creativity- Motivation and Creativity- Strategies for Motivation for being creative - Conductive Environment: Formative Environment and Creativity- Environmental Stimulants- Blocks to Creativity- Strategies for unblocking Creativity.	1	15	25
3	Unit III - Corporate Creativity: Creative Manager- Creative Problems Solving, Techniques of Creative Problem Solving- Perpetual Creative Organizations-Creative Management Practices: Human Resource Management, Marketing Management, Management of Operations, Management	1	15	25

	of Product Design and Growth Strategies - Collective Creativity.			
4	<p>Unit IV - Creative Organisation: Issues and approaches to the Design of Creative Organizations - Successful innovative organization structure- Mechanisms stimulating Organizational Creativity- Creative Societies, Model of creative society.</p> <p>Unit V - Management of Innovation: Nature of Innovation-Technological Innovations and their Management, Management Innovations, Innovative entrepreneurship- Agents of Innovation-Skills for Sponsoring Innovation, Practice cases and situations.</p>	1	15	25
	Total	4	60	100

Books Recommended:

1. Pradip Khandwalla, Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
2. Pradip Khandwalla, The Corporate Creativity -The Winning Edge, Tata McGraw Hill New Delhi.
3. Pradip Khanwalla, The Fourth Eye, Wheeler Publishing, New Delhi.
4. P. N. Rastogi, Managing Creativity of Corporate Excellence, Macmillan, New Delhi.
5. Jone Ceserani, Pater Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
6. Christensen Clayton, Innovation and General Manager, Tata McGraw Hill.
7. Margaret. A, Whit & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
8. CSG Krishnama Charyulu & R. Lalitha- Innovation Management, Himalaya Publishing House, 2007.

M. B.A. II Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XV (B)

BUSINESS PROCESS REENGINEERING AND QUALITY MANAGEMENT

Objective: To create awareness about quality Management & Various Technologies of Quality Management.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
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1	Unit -1 Business processes – Rethinking – Business processes Re-engineering – Introduction, Steps in Reengineering process – Phases in re engineering programme.	1	15	25
2	Unit -2 Process redesign – Business process Re engineering and information Technology – Hurdles in Business process re engineering – Implementation – success of Business Process re engineering. Unit -3 Concept of quality management – Managing for quality – Impact of quality management in business and commerce – Quality assurance – Statistical quality control – Total quality management – Recent trends in quality management Role of bench marking and business process engineering in TQM.	1	15	25
3	Unit -4 Continuous improvement and Kaizen – Quality function deployment – Quality circles and Quality improvement teams – Administrative functions of TQM – Quality policy – Quality Manual – Mission Statement.	1	15	25
4	Unit -5 Models for achieving TQM – Zero Defects – Six sigma Motorola system – Defect prevention System – Quality criteria based on Deming Prize – European Quality award and Malcolm Baldrige Award. Quality systems and Quality certification – ISO 9000 Standards – ISO 14000 standards	1	15	25
	Total	4	60	100

Books Recommended:

01. The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press, USA 1993.
02. Beyond TQM – Flood, R.L. John Wiley & Siobns, England 1994.
03. The TQM Movement – Helga Drummond, UBSPBD, New Delhi, 1995.
04. Total Quality Management for Engineers – Mophammed Zairi.
05. Re Engineering the Organization- American Management Association, New York 1994.
06. Re-engineering the Corporation-by Michael Hammer & James Champy.

M. B.A. II Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XVI

E-BUSINESS

Objectives: The objective of studying this paper is to enlighten the students with updated e business applications for buying and selling process and for managerial decision making with the recent IT applications.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit – I: E-Business Overview: Traditional Commerce Vs E-Commerce , E-commerce and E-Business, Categories of E-Commerce, Development and Growth of E-Commerce, Advantages and Disadvantages of E-commerce, International Nature of E-commerce.	1	15	25
2	Unit – II: E-Business Infrastructure: E-Commerce architectural framework, The Internet and WWW, Internet Protocols, Internet connection options, Security Issues in E-Commerce environment, Encryption Techniques, Payment systems, Types of Payments, Legal, Ethical and Tax Issues in e commerce.	1	15	25
3	Unit – III: Online Marketing and e Supply Chain Management: Online Marketing, Business Models of E-Marketing, Online Advertisement, Advertisement Methods & strategies, Online retailing–E-Auctions. E Supply Chain Management, E Procurement Process and the Supply Chain, Types of Procurement, Multi tier Supply Chains-Trends ,In Supply Chain Management for E commerce.	1	15	25
4	Unit – IV: Online Services: Online Financial Services- Online Banking & Brokerage, Online Insurance Services- Online Real Estate services, Online Travel Services-Online Hospitality Services, Online Recruitment Services, Online Publishing Services, Online Entertainment, E-Learning. Unit – V: Mobile Commerce: Definition of Mobile Commerce, Mobile Commerce Framework, Growth of Mobile Commerce Benefits &	1	15	25

	Limitations of Mobile Commerce, Types of Mobile Commerce and its applications, Mobile Network Infrastructure, Information Distribution for Mobile Networks–Multimedia Content Publishing, Mobile Payment Models, Mobile Commerce Applications, emerging trends in e-commerce.			
	Total	4	60	100

Books Recommended:

1. Gary P. Schneider, “Ecommerce-Strategy, Technology and Implementation”, Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, “E-commerce–Business, Technology, Society”, Pearson, Low Price Edition.
3. Bharat Bhasker, “Electronic Commerce–Framework, Technologies and Applications”, 3rd Edition. Tata McGraw, Hill.
4. Efraim Turban, Tae Lee, David King & H. Micheal Chung, “Electronic Commerce–A Managerial Perspective”, Pearson Education Asia.
5. CSV Murthy, “E-commerce-Concepts, Models & Strategies”, HPH.
6. J. Christopher Westland & Theodore H K Clark, “Global Electronic Commerce – Theory and Case Studies”, Oxford Universities Press.
7. Martin Bichler, “The Future of e-Markets”, Cambridge press.

M. B.A. II Semester

Internal Assessment 50 Marks
Total 50 Marks

**Paper No. XVII
COMPREHENSIVE VIVA**

The performance of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1st and semester 2nd. There will be no Internal assessment. The student will make an oral presentation before a panel of examiners. Internal examiner nominated by the Director of the institute and external examiner (to be appointed by director/principal of the institute form a panel proposed by Director and approved by the vice chancellor). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

	<p>their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic formulation and strategic planning.</p> <p>Unit - III Strategic analysis: Analyzing Company's Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company's External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition. Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit</p>			
3	<p>Unit - IV Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries</p>	1	15	25
4	<p>Unit - V Strategy implementation: Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy. Behavioural issues in implementation – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.</p>	1	15	25
	Total	4	60	100

Books recommended:

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

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XIX**BUSINESS ENTREPRENEURSHIP & PROJECT MANAGEMENT**

Objectives: To encourage students to develop their own business plan and projects. To motivate students to set up their own business venture.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development, Definitions of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity; Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – Comparative study of Roles, Responsibilities, and Career opportunities; Entrepreneurship as a Career Option, Entrepreneurship as a Style of Management.	1	15	25
2	Unit - II Creating Entrepreneurial Venture: Business process planning, Environmental analysis, Search and Scanning, Identifying problems and opportunities, Defining business idea, Basic Government procedures to be complied with.	1	15	25
3	Unit - III Role of Government in Entrepreneurship Development: MSMED Act, 2006, Role of Government in promoting Entrepreneurship, Institutional support for Entrepreneurship Development	1	15	25
4	Unit - IV Project Management: Concept, Types of Projects, Project Planning and Management, Project Life Cycle, Feasibility Study Unit - V Project Organization, Project Team, Project Leadership Note: It is expected that student will prepare a project report on 'Setting up a new Small Enterprise'. This project report will carry 50 marks as a part of Internal Assessment.	1	15	25
	Total	4	60	100

Books Recommended:

1. Management and Entrepreneurship – Veerbhadra Havinal- New Age International Publishers
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development – Satish Taneja, Himalaya Publishing House
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger, Pearson Education
6. The Culture of Entrepreneurship – Brigitte Berger.
7. Innovation and Entrepreneurship – Peter F. Drucker
8. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
9. Entrepreneurship Theory and Practice- Raj Shankar, Tata McGraw-Hill Education
10. Project Management planning & control techniques- Rory Burke, John Wiley & Sons
11. Intrapreneurship: Gifford Pinchot
12. Entrepreneurship Development - C. B. Gupta, Srinivasan, Sultan Chand & sons

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XX**MANAGERIAL COMMUNICATION**

Objectives: The objective of this course is to impart communication skills amongst the students so that on completion of the course they will be equipped with communication skills.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit -I Communication in organizations: Definition – Communication and organizational communication – communication models – communication process – types – principles – Role of managers in business communication – Role of technology in contemporary communication process.	1	15	25
2	Unit –II Communication Skills: Public speaking – Counseling, listening, interview – Basic principles of Journalism – Group communication	1	15	25

	– Group discussion – Seminars – symposia – paper presentation – Reporting – Basic principles for drafting business letters – Layouts – Circulars – Agenda – Minutes – Memo – Reports – Employment letters.			
3	Unit –III Organizational communication: Internal and External communication – Structural issues that effect communication – communication within basic organization structure – Advantages and Disadvantages of informal structure – The Grapevine communications between employees and Trade unions – communication to share holders and investing public – communications and Ethical actions in organizations.	1	15	25
4	Unit –IV Communication for organizational effectiveness: Sources and Effects of conflict in communication – Approaches to managing conflict communications – organization design and conflict management – communication and Role conflict – Efficiency of organizational structure to reduce destructive effects of role conflict. Unit –V Organization with government and Other Public: Basic principles of public relations – Interaction with several public corporate image – Factors governing corporate image. Building and maintaining corporate image – Correspondence with insurance and banking companies, suppliers and agents – sales letters.	1	15	25
	Total	4	60	100

Books Recommended:

1. Dalmar Fisher : Communication in Organizations Jaico Pub.
2. Lesikar, Pettit & Flatley : Lesikar’s Basic Business Communication (TMH)
3. Jessmand Dows & William Ird : Functional Business Communication (TMH)
4. Chappan and Reed : Business Communications.
5. Laland Drown : Communication Facts & Ideas in Business.
6. N.H. Arthereya : Written Communications and Results.
7. Dennis Murphy : Communication in Business and Industry.
8. Kaul : Business Communication.
9. Kaul : Effective Business Communication.
10. Ghanekar Anjali : Communication skill for Effective Management.

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXI**INTERNATIONAL BUSINESS MANAGEMENT**

Objectives: The objective of this course is to provide understanding to the students about international business management. The students will benefit by acquiring new ways and means in working with international business environment.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I - Introduction of Globalization: Globalization-meaning, importance and impact, Forces behind Globalization, Dimension of Globalization, Introduction to International Business, Why companies engage in International Business, Stages of Internationalization, Approaches of International Business, theories of International Business (Adam Smith, David Ricardo, Heckscher-Ohlin theory)	1	15	25
2	Unit - II - International Business Environment: Cultural Environment, Political Environment, Legal Environment, Social and Economic Environment, technological environment, India's Foreign Trade policy, Foreign Direct investment (FDI), Country risk analysis.	1	15	25
3	Unit - III - International Regulation: Trade Regulation-Tariff and Non-tariff Barriers, Trade Block: EU, NAFTA, ASEAN and SAARC, General Agreement on Trade and Tariffs (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS, ILO. Unit - IV - Strategies for global business: International Marketing-Concepts, Practices and Strategies, Global Market Entry Strategies-Exporting, Licensing, And Franchising, Contract manufacturing, Assembly and Integrated Local Manufacturing, Mergers and acquisition. Global Ownership Strategies-Strategic Alliance, Types of Strategic Alliance, Selection of Strategic Alliance Partner.	1	15	25
4	Unit - V: Recent Trends in International Trade: Export- Import procedures and Documentation, Current Trade Agreement, Anti-Dumping, Strategic Plan of India for Doubling Export, Trends in India's Foreign Trade, Special Economic Zones (SEZs), India's Balance of payment, International accounting standards. Unit VI: Case Studies on the above topics	1	15	25
	Total	4	60	100

Books Recommended:

1. Sundaram and Black- International Business Environment
2. Bhalla and Raju - International Business Environment
3. P.G.Apte - International Financial Management
4. Francis Cherulinam - International Business
5. Rao and Rangachari- International Business
6. Rathod- Export Management
7. Rao and Rangachari- International Business
8. Charles Hill -Global Business Today
9. Charles Hill - International Business
10. John D.Daniels- International Business Environment & Operations

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXII (A)**Elective: Marketing Management - I****CONSUMER BEHAVIOR AND MARKETING RESEARCH**

Objectives: To provide understanding among the students about buyer behavior in a holistic manner, to analyze consumer behavior and apply that knowledge in designing marketing strategies and in enhancing effectiveness of marketing programs.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Consumer Behavior: The definition and scope, Need & Significance, Framework, Theories, Models Unit - II The Consumer as an Individual: Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation & Change, Communication & Consumer Behaviour.	1	15	25
2	Unit - III Environmental Influences on Consumer Behaviour: Reference Groups & Family Influences, Social Class & Consumer Behaviour, Influence of Culture on Consumer Behaviour.	1	15	25
3	Unit - IV The Consumer's Decision Making Process: Consumer Influence & the Diffusion of Innovations,	1	15	25

	Consumer Decision Making and Beyond.			
4	Unit - V Marketing Research: Introduction & Basic Concepts, Nature and Scope, Marketing Research Process, Marketing Research Frameworks. Data Collection- Data Availability and Collection Procedures, Questionnaire Design, Scaling Techniques, Sampling Designs, Data Processing, and Analysis, Report Preparation and Presentation	1	15	25
	Total	4	60	100

Books Recommended:

1. Aaker, Kumar, Day - Marketing Research – John Wiley & Sons
2. Cooper Business research methods – Tata McGraw-Hill
3. David L. Loudon, Albert J.Della Bitta - Consumer Behavior – Tata McGraw-Hill
4. G. C. Beri - Marketing Research – Tata McGraw-Hill
5. Leon Schiffman, Leslie Lazar Kanuk - Consumer Behaviour – Pearson Education
6. Naresh K. Malhotra - Marketing Research An Applied Orientation – Pearson Education
7. P.K. Agrawal, Kumar - Consumer Behavior An Indian Perspective – Pragati Prakashan
8. Rajendra Nargundkar - Marketing Research – Tata McGraw Hill
9. Ramanuj Majumdar - Marketing Research Text Applications and Case Studies- New Age International Pvt. Ltd.
10. Suja Nair - Consumer Behavior

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXIII (A)

Elective: Marketing Management - II

ADVERTISING, SALES PROMOTION, SALES & DISTRIBUTION MANAGEMENT

Objective: To study the integrated communication mix elements through advertising, sales promotion and sales and distribution management and to nurture the techniques of advertising and sales promotion through new business marketing applications.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Introduction to Advertising Management: Meaning of Advertising and Communication –	1	15	25

	Integrated Marketing Communication (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising - Role of Advertising in Promotional Mix – Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.			
2	Unit - II Advertising Budget and Effectiveness: Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies. Direct Response Advertising – Home Shopping – Direct Mail – Catalogs Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs	1	15	25
3	Unit - III Sales Promotion: Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions, coordinating, Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.	1	15	25
4	UNIT - IV Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort. Unit - V Distribution Management System: Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.	1	15	25
	Total	4	60	100

Books Recommended:

1. Dr. S. Gupta “Sales & Distribution Management”, 2010, Excel Books, 2nd Ed.
2. Krishna K. Havaldar and Others – Sales and Distribution Management, TATA Mcgraw.Hill Co.
3. Krishna K. Havaldar and Vasant M. Cavale “Sales & Distribution Management”, 2009, Tata McGraw Hills.
4. Mark W Johnstan and Others. – Sales Force Management, TATA Mcgraw.Hill Co.

5. S.A. Chunawala – Sales and Distribution Management, Himalaya Publishing House.
6. SHH Kazmi & Satish Batra “Advertising & Sales Promotion”, 2009, Excel Publishers.
7. Vaswar Das Gupta – Sales Management in the Indian Perspective – Prentice Hall of India Ltd. New Delhi.

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXIII (A)

Elective: Marketing Management - III

RURAL & INDUSTRIAL MARKETING

Objective: The objective of the course is to provide conceptual understanding on rural and industrial marketing with special reference to Indian context and develop skills required for planning of rural and industrial marketing.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Introduction to Rural Marketing: Definition, evolution, Concept and components – Characteristics of Rural Markets, rural market in India, size and scope, changing pattern of rural demand, constrains to rural marketing and strategies to overcome the constrains, rural v/s urban marketing.	1	15	25
2	Unit - II Rural consumer behaviour: Factors influencing rural consumer behaviour, marketing environment in rural areas-Demographic, Political, economical, socio-cultural, technological, Natural. Rural Marketing Research. Unit - III Rural Marketing strategies: Rural Segmentation, Targeting and positioning, rural marketing plan, rural product, rural price, rural distribution, rural sales force management, communication process, rural media, media model and media innovation.	1	15	25
3	Unit – IV The Nature of Industrial Market: Understanding industrial markets – difference between industrial marketing and consumer marketing, industrial marketing in the global content. Industrial buying process and buyer segmentation.	1	15	25
4	Unit - V Procurement Management: Key accounts management, buying centre, buying criteria, buying centre influences, Purchase and procurement procedure.	1	15	25
	Total	4	60	100

Books Recommended:

1. C.S. Krishanama Charyulu; Rural Marketing. Lalitha Ramakrishanan text and cases
2. Ramkishen Y: new perspectives in rural and agricultural marketing-Jaico Books,2002
3. Anjila Saxena and Other (Ed.) : Rural Marketing – Thrust and challenges – National Publishing House, Jaipur, 1997.
4. Rajagopa; Rural Marketing – Development Policy, Planning and Practice – Rawat Publications, Jaipur, 1998.
5. Robert R. Reeder, Edward G. Brierty & Betty H. Reeder - Industrial Marketing
6. Haynes - Business Marketing
7. Rangan - Business Marketing

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXV (A)**Elective: Marketing Management - IV****RETAIL MANAGEMENT**

Objectives: The purpose of this course is that the students should gain an understanding on Basics of Retailing, Functional aspects of Retailing, Current Trends in Retailing & Application of IT in Retailing

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit-I Introduction to Retail Management: Retailing, Meaning, Importance of Retailing, Functions of Retailers, Theories of Retail Development, Retail Formats, Organized and Unorganized Retailing, Retailing Environment, Retailing in India, Recent Trends in Retailing, Problems and Challenges of Retailing, FDI in Retailing	1	15	25
2	Unit-II Retail Store Location, Store Layout and Design: Types of Store locations, Factors for Choosing Store Location, Steps involved in Store Location, Layout Selection, Principles of Store Design, Importance of Store Design, Interior & Exterior Design, Important Considerations in Store Selection and Design	1	15	25

3	Unit-III Retail Merchandise Management and Retail Pricing Classification of Consumer Goods, Product Range, Merchandise Procurement, Process of Merchandise Procurement, Merchandise Assortment Plan, Category Management, Retail Pricing, Factors Affecting Retail Pricing, Different Approaches of Retail Pricing	1	15	25
4	Unit-IV Retail Human Resource and Promotion Management: Overview of Human Resource in Retail-Recruitment, Selection, Training, Motivation and Evaluation of Performance of Personnel. Need and Importance of Promotion Mix in Retailing, Retail Promotion Mix Strategies, Communication Mix, Visual Display Unit-V Retail Customer Behaviour, CRM & IT in Retailing: Factors affecting Customer Buying Behaviour, Customer Segmentation in Retailing, Customer Relationship Management in Retailing, Application of IT in retailing, Enterprise Resource Planning(ERP), New Trends in IT for Retailing	1	15	25
	Total	4	60	100

Books Recommended:

1. A Shiva Kumar : Retail Marketing: Excel Books.
2. Barry Berman and Joel R Evans: Retail Management – A Strategic Approach:Pearson.
3. Chetan Bajaj, Rajan\ish Tuli and Nidhi V Srivastava, Retail Management, Oxford.
4. Diamond – Retail Buying, Pearson Education.
5. Gipson G Vedamani: Retail Management. JAICO publishing house.
6. KVS Madan : Fundamentals of Retailing:Tata McGraw Hill.
7. Lamba: Art of Retailing : Tata McGraw Hill.
8. Levy, Weitz and Pandit : Retailing Management:Tata McGraw Hills.
9. Suja Nair : Retail Management: Himalaya.

MBA III SEMESTER

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XXII (B)

Elective: Financial Management - I

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT RETAIL MANAG

Objective: The course is designed with a view to acquaint the students with the working of security market and principles of security analysis and to develop the skills required for

portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Investments: Nature, Objectives, Process, Types and Media - Investment and Speculation Securities- Investment principles -Securities Markets: Primary and Secondary Market - Stock Exchanges in India: BSE, NSE, OTCEI, Organization and Regulation.	1	15	25
2	Unit - II Securities Analysis: Objectives of Securities Analysis - Fundamental analysis: Economy, Industry and Company Analysis - Technical Analysis: Dow Theory- Efficient market theory.	1	15	25
3	Unit - III Valuation of Securities: Valuation of Equity Shares and Preference Shares, Valuation of Debt Securities - Risks in Investments, Problems and Cases on valuation of common stocks and debt securities in different situation and Bond Yields - concept and problems - Equity research in India. Unit - IV Technical Analysis: Efficient Market Hypothesis -Technical Analysis: Meaning- Technical Analysis, Market/Technical Indicators, Charting Techniques -Elliot Wave Theory.	1	15	25
4	Unit - V Portfolio Theory: Traditional Theory of Portfolio Management, Efficient Market Theory, Modern theory of Portfolio Management, Markowitz Risk Return Optimization, CAPM, Sharpe Portfolio Optimization - Portfolio Selection, Diversification - Efficient Frontier, Capital Market line (Problems & Cases). Portfolio Performance Evaluation: Concept, objectives, Sharpe's Gtreyon and Jensen's Portfolio Performance measures - Portfolio revision: Constraints, Formula Plans (Problems and cases).	1	15	25
	Total	4	60	100

Books Recommended:

1. Fisher and Jordan: Securities Analysis and Portfolio Management Prentice Hall, India, New Delhi.
2. Graham & Dadd: Securities Analysis and Portfolio Management Mc. Graw Hill Com. New York.
3. Preeti Singh Investment Management, Himalaya Pub. Com. Bombay.
4. S. Kevin: Security Analysis and Portfolio Management, PHI, New Delhi.

5. V. Gangadhar & G. Ramesh Babu, Investment Management (including Portfolio Management and Security Analysis), Anmol Publications, New Delhi.
6. V.A. Avadhani; Securities Analysis and Portfolio Management, Himalaya Publishing House, Bombay.
7. V.JK. Ball: Investment Management, S. Chand & Co. N. Delhi.

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXIII (B)

Elective: Financial Management - II

FINANCIAL SERVICES MANAGEMENT

Objective: To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	<p>Unit –I Indian Financial System: Organized and undiagnosed Capital and Money markets – Players and types of Financial Services – Funds based and fee based Financial Services – NBPCs and their services – Role of financial services in growth & Development of Indian Economy.</p>	1	15	25
2	<p>Unit –II Merchant Banking: Nature Functions of Merchant Banker –Scope for Merchant Banking in India. Lease financing, Debt financing Vs Lease financing (Problems & cases)</p> <p>Unit –III Mutual Funds: Concept –types of funds, advantages .Hire Purchases, Factoring concept.</p>	1	15	25
3	<p>Unit –IV Venture Capital: Nature and scope– Venture Capital Investment Process– Limitations – Problems of Venture Capital Funds in India.</p>	1	15	25

4	Unit –V Credit Rating: Concept of credit Rating – Types of credit rating – Credit rating and their Methodologies – Emerging avenues of Rating Services & Credit rating Agencies in India	1	15	25
	Total	4	60	100

Books Recommended:

1. Deodhar and Abhyankar : Indian Financial System, Himalaya Publishing House, Mumbai.
2. M.Y. Khan ; Financial Services, TATA Mc Graw Hill publishers, New Delhi.
3. Machi Rajio : Indian Financial System : Vikas Publishing House, New Delhi.
4. V.A. Avadhani ; Marketing, of Financial Services, Himalaya publishing House, Mumbai.

MBA III SEMESTER

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XXIV (B)

Elective: Financial Management - III
STRATEGIC FINANCIAL MANAGEMENT

Objective: The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit-I: Introduction to Strategic Financial Management: Conceptual Frame work – 9-S Model for strategic Financial Management – Rights Issue – Initial Public Offer – Private Placement.	1	15	25
2	Unit-II: Capital Structure Planning: EBIT-EPS Analysis Indifference Point – Levered	1	15	25

	Beta – Un-levered Beta (Problems and cases). Unit-III Corporate Acquisitions: Types of Acquisitions – Mergers – Reasons – Exchange Ratio –Takeovers – (Problems and cases).			
3	Unit-IV Corporate Valuation: Different Approaches for valuing business enterprises –Estimating Equity Free Cash Flows — Economic Value Added Approach. (Problems and cases).	1	15	25
4	Unit-V Corporate Restructuring and Reengineering: Changing Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares — Bench Marking Practices.	1	15	25
	Total	4	60	100

Books Recommended:

1. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.
2. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education. 67
3. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
4. Jonathan Berk Peter DeMarzo – Financial Management Pearson Education, 1st Edn. 2007.
5. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
6. R. Srivastava – Financial Management and Policy, Himalaya Publishing House, 4th Edn. 2009.
7. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.
8. Sudhindra Bhat – Financial Management, 2nd Edn. Excel Books, 2008.

MBA III SEMESTER

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XXV (B)
Elective: Financial Management - IV
FINANCIAL DERIVATIVES

Objective: The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit–I Introduction to Derivatives: Concept, Financial risk and importance of derivatives, Introduction – Evolution – Signification and functions – Types - Financial and Commoditize – Players in Derivatives Market – Trading and types of Orders – Settlement Procedure – Clearing House – Mark-to-Market – SPAN Margin System.	1	15	25
2	Unit–II Forward & Future Contracts: Concept – Features – Forward Contract Types – Forward Rate Agreements – Forward Trading Mechanism – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – Players in future market – Functions – Trading Mechanism – Specifications of future contracts – Pricing of futures-Yielding no income, known income, known dividend – Hedging with futures and forwards (Problems)	1	15	25
3	Unit–III Options: Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Strategies involving options – Hedging with options – Currency options. Valuation of Options – Factors determining option value – Binomial Option Pricing Model-single period and two periods – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – The Greeks of Black Scholes Model.	1	15	25
4	Unit–IV Financial Derivative Market in India: Recommendations of L.C. Gupta Committee on derivatives – Trading Mechanism at NSE and BSE – Eligibility of stocks – Regulation of Trading System – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market	1	15	25
	Total	4	60	100

Books Recommended:

1. D.C. Patwari & Anshul Bhargava: Options & Futures, Jaico Publishing House, Mumbai.
2. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007.

3. Jayanth Rama Varma: Derivatives and Risk management, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
4. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
5. N.R.Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.
6. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
7. S.S.S.Kumar: Financial Derivatives, PHI Learning Pvt. Ltd., New Delhi, 2008.
8. Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008.

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXII (C)

Elective: Human Resource Management - I HUMAN RESOURCE PLANNING

Objectives: To understand the purpose, process and applications of Human Resource Planning in the context of different organizational strategies. To create a critical appreciation and knowledge of understanding the determinants of Human Resource requirements.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit- I Introduction to HRP: Definition and concept of HRP, objectives, Need and Importance, factors, levels of HRP, problems of HRP, benefits, process, HRP components, Guidelines of effective HRP.	1	15	25
2	Unit - II Human Resource Development Concept, Objectives, Need and Significance, Mechanisms and Assumptions of HRD, qualities of HRD manager, Difference between HRM And HRD, principles, Employee Counseling, Methods of Developing Human Resources	1	15	25
3	Unit - III Job Analysis and Job Design: Concept, Meaning and definition, Objectives, significance, process, techniques, Position Description, Position Specification, Role analysis, Concept of Job Design, Approaches to job design, Methods of Job Design, Recent trends in Job Redesign.	1	15	25
4	Unit - IV HR Forecasting: Forecasting manpower needs, the forecasting process, inventorying available talent, projecting future talent supply, forecasting staffing requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, and regression analysis.	1	15	25

	Unit - V Career Planning and Succession Management: Definition, concepts, stages of career development process and organizational HR policies, carrier Anchors-stages of growth and career, career processes succession management process and Management development programmes, objectives of MDP's, job rotation, Auditing MDP's management development methods, succession management, challenges of succession management, Replacement analysis.			
	Total	4	60	100

Books Recommended:

1. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi - 2007
2. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao - International Human Resource Management Himalaya Publishing House
6. P.L. Rao - International Human Resource Management – Text and Cases Excel Books- New Delhi
7. Peter J. Dowling - International Human Resource Management.
8. Sujata Mangalai - Globalization and Human Resource Management, Excel Books
9. Wendell L. French - Human Resource Management

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXIII (C)

Elective: Human Resource Management - II

HUMAN RESOURCE TRAINING AND DEVELOPMENT

Objectives: The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD and to enable the course participants to manage the training system and processes.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Introduction to Training: Definition, Scope, Objectives, Difference between Training & Development, Analysis of Training Need-Organizational Analysis and Operational Analysis, Training Design.	1	15	25

2	Unit - II Training Process: Methods of training-On-and Off-the-Job training, Techniques and Aids of training, Developing Groups and Climate, Training Approaches, Implementation of Training, Trainers Skills and Styles.	1	15	25
3	Unit - III Learning: Concept, Principles of learning, Learning Principles, condition of Learning, Hierarchy of Learning, Learning Cycle, Learning Curve, Adult learning, Human learning and Memory, Electronic Learning, Theories of Motivation	1	15	25
4	Unit - IV Training Evaluation: Validation and Evaluation of training-Types of Evaluation Instruments, Types of Evaluation Techniques, Dimensions of training evaluation, Models of training evaluation, cost-benefit Analysis, Training Audit. Unit – V Recent trends in Training and Development: New Area of Training and development- innovation in training, Computer based training, Grid training, SSL technology, Modular programme, walkabout, out Bound training Programme, self-efficacy Programme, Neuro linguistic programme.	1	15	25
	Total	4	60	100

Books Recommended:

1. B Janakiram, Trainign & Development, biztantra New Delhi
2. P L Rao, Training and Development, Excel Book New Delhi.
3. R. Krishnaveni Human Resource Development a Researcher's perspective Excel Books- 2009
4. Raymond A Noe, Employee Training and Development, Tata McGraw Hill, New Delhi.
5. Rolf P Lynton, Training for Development, Vistaar publications (SAGE), Delhi
6. Sage Publication, New Delhi
7. T.V. Rao Future of HRD , Macmillan India Ltd
8. T.V. Rao Human Resources Development-Experiences- Interventions Strategies

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Paper No. XXIV (C)

Elective: Human Resource Management - III

MANAGEMENT OF INDUSTRIAL RELATIONS & EMPLOYMENT LAWS

Objectives: To understand the Basic concept Management of industrial relations & employment laws.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	<p>Unit - I Industrial Relations: Basic concept & Philosophy of Industrial Relations – Historical background – Evolution & growth of Industrial Relations in India – Structure & framework of Industrial Relations – Factors influencing Industrial Relations in India.</p> <p>Unit - II Industrial Disputes: Collective Bargaining, Trade unions, Employee Grievances and Discipline.</p>	1	15	25
2	<p>Unit - III Trade Unions Act, 1926: Definitions, Objectives of the act, coverage, registration & recognition of Trade Unions. Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.</p> <p>The Payment of Bonus Act, 1965: Computation of gross benefit and available surplus disqualification for bonus, set on and set off allocable surplus, reference of disputes under the act, penalty special provision with respect to payment of bonus linked with production of productivity.</p>	1	15	25
3	<p>Unit - IV Employees Provident Funds (and Misc. Provisions) Act, 1952: Exempted establishments, employee family pension scheme, employee's deposit linked insurance scheme, Mode of Recovery of Money due from employees, protection against 75 attachment, priority of payment of contribution over other debts, employer not to reduce wages etc., liability in case of transfer of establishment. Workman's Compensation Act, 1923: Objective of the Act Definitions, Dependant Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation)</p>	1	15	25
4	Unit - V Employee's State Insurance Act, 1948:	1	15	25

	Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependents Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. Minimum Wages Act, 1948: Definition, all provisions of the act. Payment of Wages Act, 1936: Definition, scope and provision of the act. The Contract Labor Regulation and Abolition Act: Definition, scope and provision of the act. Factories Act, 1948: Definition, scope and provision of the act. Shops & Establishment Act: Ethical issues & Laws at Work Places.			
Total		4	60	100

Books Recommended:

1. Atkinson- Introduction to Psychology
2. C.B. Memoria & Memoria- Dynamics of Industrial Relations in India
3. C.B. Memoria -Personnel Management & Industrial Relations
4. Monappa -Industrial Relations
5. V.P. Michael- Human resource Management & Human relations.

MBA III SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXV (C)

Elective: Human Resource Management - IV

LEADERSHIP SKILLS AND CHANGE MANAGEMENT

Objectives: The course will let the student understand the impact and importance of becoming a leader, effective leadership behavior and styles. Understanding the change, its role and implementation.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit- I The nature and importance of leadership: The meaning of leadership – leadership as a partnership – leadership vs. management – the Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders’ leadership motives-cognitive factors and leadership.	1	15	25
2	Unit -II Effective leadership behaviour and attitudes: Task-related attitudes and behaviours – relationship-oriented attitudes and behaviours – super leadership:	1	15	25

	<p>leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach.</p> <p>Unit- III Leadership styles: the leadership continuum: Classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style.</p>			
3	<p>Unit -IV Developing teamwork: Team leadership vs. solo leadership – advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork. Leadership development, succession and the future: development through self-awareness and self-discipline – leadership development programmes.</p>	1	15	25
4	<p>Unit- V Understanding change: Nature of change – forces of change – perspective on change: contingency perspective – population ecology perspective institutional perspective – resource-dependence perspective Types of change: continuous change – discontinuous change – participative change – directive change. Implementing change: assemble a change management team – establish a new direction for change – prepare the organization for change – set up change teams to implement change – align structure, systems and resources to support change – identify and to remove road blocks to change – absorb change into the culture of the organization</p>	1	15	25
	Total	4	60	100

Books Recommended:

1. David M. Herold, Donald B. Fedor -Change the Way You Lead Change: Leadership Strategies that REALLY Work -
2. Gerard J. Puccio, Mary Murdock, Marie Mance -Creative leadership: skills that drive change
3. John P. Kotter -Leading change
4. Making sense of change management - Esther Cameron, Mike Green

MBA IV SEMESTER

University Examination 50 Marks

Paper No. XXVI
OPERATIONS RESEARCH

Objective: The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit -I Operations Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.	1	15	25
2	Unit-II Linear Programming Problem (LPP): Meaning, Assumptions, and characteristics of LPP- Business Application of Linear Programming Technique- Formulation of LPP- Solution by Graphic method -simplex method.	1	15	25
3	Unit –III Decision Theory: Anatomy of Decision theory- Decision models; Probabilistic Decision models; Maximum Likelihood Rule- Expected Payoff Criterion-competitive Decision Models; Maximin, Minimax, savage, Hurwicz, Laplace Decision Models.	1	15	25
4	Unit -IV Simulation of Management Systems : Meaning and Process of Simulation, Application of simulation techniques; Monte – Carlo Approach, Random number generation, Waiting line Simulation Model, Inventory Simulation Model, Advantages & Limitations of Simulation. Unit –V Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.	1	15	25
	Total	4	60	100

Books Recommended:

1. Agarwal, J.D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
2. Billy, E. Gillett: Introduction to Operations Research – A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.
3. Lucey, T: Quantitative Techniques, D.P. Publication, London.

4. Sharma SC, Sehenoy GV, Srivastava VK: Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd. New Delhi.
5. Sharma, K.R.: Quantitative Techniques and Operations Research : Kalyani Publication, Ludhiana.
6. Tata, Hamdy A : Operations Research – An Introduction, Prentice Hall, Delhi.
7. Vazsonyi, Andrew and Herbert F. Spriner : Quantitative Analysis for Business, Prentice Hall, New Delhi.
8. Vohra, N.D: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.
9. Wagner, H.M. : Principles of Operations Research, Prentice Hall, Delhi.
10. Watsman, Terry J. and Parramor Keith: Quantitative Methods in Finance, International Thompson Business Press.

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXVII

CORPORATE GOVERNANCE, BUSINESS ETHICS & ETHOS

Objective: This course aims at helping students think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined: To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behaviour, To understand Indian Ethos & Values is an important feature of this paper.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Corporate Governance: Concept, History & Development significance in Indian context, corporate social responsibility, Role of Board of Directors, Effects of Corporate Governance	1	15	25
2	Unit - II Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making.	1	15	25
3	Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of <i>Swadhrama</i> .	1	15	25
4	Unit - III Gandhian approach in Management &	1	15	25

	Trusteeship: Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business. Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient features (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making); Relevance of Bhagvad Gita: Doctrine of Karma i.e. <i>Nishkama Karmayoga, Guna</i> Theory (SRT i.e. <i>Sat, Raj & Tam</i> Model), Theory of <i>Sanskaras</i> , Bhagvad Gita & Self Management.			
	Total	4	60	100

Books Recommended:

1. Corporate Governance- A Question of Ethics- Surender Kumar (2000), Galgotia Publishing co.
2. Leadership and Corporate Governance- A V. Vedpuriswar (2002), ICAI University Press.

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXVIII

MANAGEMENT INFORMATION SYSTEM

Objectives: This course introduces students to the use of computer-based systems in support of managerial decision making in organizations.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit-I Management Information system: Need, Purpose and objectives- contemporary approaches to MIS – Information as a strategic resources- use of information for competitive advantage- capital MIS as an instrument for the	1	15	25

	organizational change. Unit-II Information Management and Decision Making: Model of Decision Making – Classical, administrative and Herbert Simon’s Models, Attributes of Information & its relevant to decision making – Types of Information.			
2	Unit-III Information Technology: Definition, IT Capabilities and their organizational impact – Telecommunication and Networks – Types and Topologies of Networks – IT in enabled Services such as call Centers, Geographical Information System etc.	1	15	25
3	Unit-IV Data Base Management System: Data warehousing and Data mining. Unit-V Systems Analysis and Design: System Development Life Cycle – Alternative Systems Building Approaches – Proto Typing Development Strategies-Structured Analysis - Prototyping- Rapid Developing Tools – CASE Tools –Object oriented systems (only introduction to these tools and techniques).	1	15	25
4	Unit-VI: Decision Support System: Group Support System – Executive Information Systems - Executive Support Systems – Experts Systems and Knowledge based Experts Systems – Artificial Intelligence. Unit-VII Management Issues in MIS: Information Security and controls- Quality assurance – Ethical and Social Dimension – Intellectual Property Rights as related to IT services/ IT products – Managing Global Information Systems. M.I.S. Lab: Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum Five Case Studies. Emphasis should be given on management oriented problems and cases.	1	15	25
	Total	4	60	100

Guidelines for conducting the Practical

1. Experiment should be of conceptual & study type.

2. Experiment must be designed & developed keeping in mind that the applications are to be evaluated in terms of their merits and demerits.
3. The experiments may be designed to suggest innovative ideas and creative information systems for the industry and business needs.
4. Exhaustive list of the experiments/ practicals should be prepared by the concerned teacher with reference to the local needs which should be declared at the beginning of the term.

Suggestive list of Experiments:

1. Study of different data names, attributes, records and data types that are used by an organization in their MIS.
2. Study of information flow, data flow and document flow system in an academic organization.
3. Preparation of the database structure for a service industry such as Bank, insurance, Gas agency, Hospitals, Hotel etc. Create the table using any software tool.
4. Design an executive information system (block diagram) for a small scale organization such as dairy, shopping mall etc.
5. Study and evaluation of the security provisions that are implemented in the information system by an organization.
6. Application of Herbert Simon's model for an organization MIS.
7. Study of various types of informations such as 'Qualitative', 'Quantitative', 'Evaluative', 'Programmable', 'Processed' information etc.
8. Study of various CASE tools available.
9. Study of computer network set up and the infrastructure of an organization.
10. Design a plan for a small System development life cycle for a small business unit.
11. Study of a MIS implemented in an organization with reference to the managerial advantages.

Books Recommended:

1. Laudon -Management Information Systems-Laudon 7th Edition, Pearson Education , Asia.
2. Jawadekar -Management Information Systems, Tata McGraw Hill.
3. Davis and Olson -Management Information Systems, Tata McGraw Hill.
4. Jayant Oke -Management Information Systems.

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXIX (A)**LOGISTICS & SUPPLY CHAIN MANAGEMENT**

Objective: To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit I: Logistics Management: Logistics as a part of SCM, Logistics costs, different models, Logistics sub-system, inbound and outbound Logistics, bullwhip effect in logistics outbound Logistics – distribution and warehousing management.	1	15	25
2	Unit II: Introduction: Basic Concept & Philosophy of Supply Chain Management, essential features, infrastructure, flows (cash, value and information), Key issues in SCM, benefits and case examples. Unit III: Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out/ working capital costs), lead time reduction, re-order level fixation, exercises- numerical problem solving, ABC Analysis, SDE/VED Analysis.	1	15	25
3	Unit IV: Purchasing and Vendor management: Centralized and Decentralized purchasing functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, accounting for materials, Just-In-Time & Kanvan System of Inventory management.	1	15	25
4	Unit V: Recent Issues in SCM: Role of Computer/ IT in supply Chain Management, CRM Vs SCM, Benchmarking- concept, features and implementation, Outsourcing- basic concept, value addition in SCM- concept of demand chain management. Unit VI: Case studies on the above topics.	1	15	25

	Total	4	60	100

Suggested Readings:

1. G. Raghuram (I.I.M.A.) - Logics and Supply Chain Management Macmillian, 2000.
2. Emiko Bonafield- Harnessing Value in the Supply Chain, Johnwiley: Singapores, 1999.
3. Dr. Gopal Krishnan – Material Management rearew, 2002 Pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillian- Supply Chain Management, 2000.

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXIX

DISASTER MANAGEMENT

Objectives: To explain the role and significance of management in tackling disaster situations. To understand various perspectives of disaster management.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I Disaster Management: Concept, Definition, Objectives, Scope, Dimensions, Challenges	1	15	25
2	Unit - II Types of disasters & effects/ damages due to disasters: Natural disasters: Unpredictable disasters– Earthquake, Volcano, Landslides, Predictable disasters– Cyclone, Draughts: Partially predicable disasters– Floods, Landslides Man made disasters: Industrial disasters, Economic disasters, Social disasters, Environmental disasters, Ecological disasters	1	15	25
3	Unit - III Disaster Management and socioeconomic system: Factors affecting damages, Factors affecting mitigation	1	15	25

	measures			
4	Unit - IV Disaster Management Cycle: Prevention, Mitigation, and Preparedness; Tools, Methods, and Technologies to Manage Disasters, Planning for Disaster Preparedness and Management. Unit - V Disasters and Development: Disasters and the Government- Disaster Management Act 2005	1	15	25
	Total	4	60	100

Books Recommended:

1. B. K. Khanna -All You Wanted to Know about Disasters- New India Publishing Agency, New Delhi
2. David Alexander -Natural Disasters - UCL Press, London
3. M. Saravana Kumar -Disaster Management, Himalaya Publishing House
4. Rajib Shaw, R.R. Krishnamurthy -Disaster Management Global Challenges and Local Solutions- Universities Press, Hyderabad
5. www.ndma.gov.in
6. www.ndmindia.nic.in
7. www.nidm.net.in

MBA IV SEMESTER

University Examination 50 Marks
 Internal Assessment 50 Marks
 Total 100 Marks

Paper No. XXX (A)

Electives: Marketing Management-I PRODUCT & BRAND MANAGEMENT

Objectives: To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
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1	Unit - I: Introduction to Product Management and market management: What is Product & Product - Service Continuum, Individual Product Decisions, Product attributes, Product and product Lines, Special issues in Product Management - Product Life cycle & Strategy, Product Differentiation-FMCG companies, companies catering to industrial markets.	1	15	25
2	Unit - II: Understanding product manager's role and nature of markets: Product-market-profit-coordination-forecasting-planning at corporate-divisional and product levels-the product manager's role in organization, new product development, training field force, financial analysis, legal aspects and understanding competitive strategies for decision making.	1	15	25
3	Unit - III: Introduction to Brand Management: Understanding brands, Brand hierarchy, Brand image, brand positioning, Consumer Brand Knowledge. Brand Identity, Personality and Brand Associations. Managing Brand Architecture and Brand Portfolios. Corporate Branding and Tools for Building Brand Equity. Leveraging Brand Equity. Measurement of Brand Equity.	1	15	25
4	Unit - IV: Brand as a Concept: Value & Significance of Brand, Brand Name, Symbol & Slogan, Brand Strategic Decision, Line Expensing & Brand Extension Unit - V: Promotion: Concept of Brand Equity & Association - Brand Loyalty; Awareness, Creating and Managing Brand Equity, Selecting, Creating and Maintain Associate.	1	15	25
	Total	4	60	100

Books Recommended:

1. Donald R Lehman –Product Management –Tata McGraw Hill Pvt Ltd –New Delhi –2005
2. Harsh V Verma - Brand Management –Text and Cases –Excel Books –New Delhi–2008
94
3. Karl T Ulrich and Steven D Eppinger –Product Design and Development –Tata McGraw Hill Pvt. Ltd –New Delhi –2009

4. Michael Baker and Susan Hart –Product Strategy and Management –Pearson Education New Delhi –2009
5. Ramanuj Mazumdar – Product Management in India –PHI Learning –New Delhi –2009.
6. S.A.Chunawalla –Product Management –Himalaya Publishing House –New Delhi –2009
7. Tapan K Panda –Building Brands –Excel Books –New Delhi –2009
8. U C Mathur – Product and Brand Management –Excel Books –New Delhi -2007

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXXI (A)

Electives: Marketing Management-II

SERVICES & RELATIONSHIP MARKETING

Objective: The objective of this paper is to study new trends in services as service sector is emerging sector and as relationship marketing helps for maintaining the long term relationship with the customers.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit –I: Introduction to Services: Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.	1	15	25
2	Unit – II: Service Marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and Process. Service Quality Dimensions of quality. Understanding Quality Management. Measuring service Quality GAP model, Service Demand Management ,Designing and Managing Service Product.	1	15	25
3	Unit – III: Strategies for Marketing: Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing. Unit - IV: Paradigm shift in marketing: Modern Marketing Mix Elements for Goods as well as Services, Relationship marketing, Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing – RM in Services for industrial markets and consumer markets.	1	15	25
4	Unit -V: Key concepts in Relationship Marketing Concepts: Characteristics of relationships – promise – trust –	1	15	25

	commitment – satisfaction – quality - Service competition - Customer value – customer defections - customer loyalty – loyalty programs. Planning for relationship marketing: Internal marketing – communication – cooperation – network view of the firm – The six markets framework - partnering to build customer relationships - learning organization – customer culture. Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues			
	Total	4	60	100

Books Recommended:

1. Apte – Services Marketing, Oxford University Press.
2. Bhattacharya: Services Marketing, Excel Publishers.
3. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
4. Customer relationship Management - Sheth, Parvatiyar, Shainesh
5. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
6. K.Rama Mohana Rao: Services Marketing, Pearson Education, New Delhi.
7. Kenneth E.Clow & David L.Kurtz, Services Marketing, Wiley India, New Delhi.
8. Leading Through Relationship Marketing- Richard Batterley
9. Principles of Marketing - Philip Kotler, Gary Armstrong
10. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.
11. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
12. S.L.Gupta, Marketing of Services, Wisdom Publication.

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXXII (A)

Electives: Marketing Management-III

GLOBAL MARKETING

Objectives: The purpose of this course is that the students should gain an understanding on Global Marketing, Basics of Global Marketing, Global Marketing Environment, Functional Aspects of Global Marketing and Trends in Global Marketing.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit-1: Global Marketing Basics: Definition – Significance – Global Marketing Objectives – Scope – Reasons for Global Marketing– Difference between Global Marketing and Domestic Marketing – Challenges and Opportunities in Global Marketing – Global Marketing Decisions – Scope for marketing Indian Products	1	15	25
2	Unit-II: Global Marketing Environment: Economic Environment – Political and Legal	1	15	25

	Environment – Cultural Environment – Demographic Environment – Analyzing Global Marketing Environment Unit-III: Global Market Selection and Entry Strategies: Global Market Selection Process – Determinants of Market Selection – Global Market Segmentation – Entry Strategies – Licensing – Exporting – Contract Manufacturing – Turnkey Contracts – Owned Manufacturing – Assembling – Joint Ventures – Mergers & Acquisitions – Strategic Alliance – Entry Strategies of Indian firms			
3	Unit-IV: Global Product and Pricing Strategies: Global Product Mix – Global Brand Management – Packaging and Labeling – Special Considerations in Global Marketing – Global Pricing – Objectives – Factors Affecting Global Pricing – Global Pricing Policies	1	15	25
4	Unit-V: Global Promotion & Distribution Strategies: Global Sales Promotion – Major Decisions in Global Communications – Communication Mix – Global Personal Selling – Global Distribution – Global Logistics – Global Channel Design	1	15	25
	Total	4	60	100

Books Recommended:

1. Francis Cherunilam – International Business Environment, Himalaya Publishing House.
2. Francis Cherunilam – International Marketing, Himalaya Publishing House.
3. Philip R. Cateora, John L. Graham, Prashant Salwan, International Marketing, Tata McGraw Hill.
4. Varshney, Bhattacharya – International Marketing, Sultan Chand & Sons.
5. Warren Keegan – Global Marketing Management, Pearson / PHI, 7/e

MBA IV SEMESTER

University Examination 50 Marks
Internal Assessment 50 Marks

Paper No. XXX (B)
Electives: Financial Management-I
BANKING SERVICES OPERATIONS

Objective: The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - 1 Introduction to Banking: Meaning, definition, historical developments in banking, types of banks, challenges of banking industry. Functions of commercial bank. Banking regulation Act	1	15	25
2	Unit - II Practical Banking: Types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. Banker & customer, paying banker, collecting banker, cheques & crossing of cheques, Endorsement & its significance, Passbook.	1	15	25
3	Unit - III Retail banking: Basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication. Unit - IV Fee-based services: The fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, banc assurance.	1	15	25
4	Unit - V Introduction to banking operations: The changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for Asset-Liability Management. Introduction to electronic banking: electronic banking: market assessment, e-banking: an introduction, internet: e-commerce, e-banking in India, internet banking strategies, risks in e-banking. : Payment and settlement systems, RTGS and clearing house:	1	15	25
	Total	4	60	100

Books Recommended:

1. Bharati V. Pathak: The Indian Financial System – markets, Institutions and Services, Pearson Education Pvt. Ltd., new Delhi.

2. Bhole L.M. & Jitendra Mahakud: Financial Institutions and markets, Tata McGraw-Hill Education Private Ltd., new Delhi
3. Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Frederic S. Mishkin & Stanley G. Eakins: Financial Markets and Institutions, Pearson Education.
5. Guruswamy.S: Financial markets and Institutions Tata McGraw-Hill Education Pvt. Ltd.
6. Jeff Madura: Financial markets and Institutions, Cengage Learning, 2006
7. Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
8. Vasant Desai: The Indian Financial System and Development, Himalaya Publishing House, Mumbai, 2009.

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXXI (B)

Electives: Financial Management-II

CORPORATE INCOME TAX AND PLANNING (BUSINESS TAXATION)

Objective: The course aims to develop an understanding of the importance of Tax Planning & Tax Management.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	<p>Unit – I Corporate taxation: Significance - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.</p>	1	15	25
2	<p>Unit – II Assessment of Companies: Computation of Income from House Property– Income from Business – Capital Gains – Other Sources (Problems)</p> <p>Unit- III Assessment of Companies: Set-off and Carry forward of losses –Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.</p>	1	15	25
3	<p>Unit – IV Tax Planning: Meaning and Scope of Tax Planning and Tax</p>	1	15	25

	Management –Tax Evasion vs. Tax Avoidance.			
4	Unit – V Wealth Tax: Scheme of wealth tax – Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies – Computation of wealth tax liability of Corporate Assessee.	1	15	25
	Total	4	60	100

Note: Provisions of Law shall be applicable that exists immediately one year preceding the year of examinations.

Books Recommended:

1. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.
2. Gaur and Narang: Income Tax Law and Practice, Kalyani Publishers, New Delhi.
3. H.C. Meherotra- Income Tax Law and Practice- Sahitya Bhavan, Agra.
4. H.C. Meherotra-Direct Tax Law and Practice- Sahitya Bhavan, Agra

MBA IV SEMESTER

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XXXII (B)

Electives: Financial Management-III

INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To introduce the environment of international finance and its implications on international business. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates & their forecasting.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit – I International Financial System: Meaning, scope and significance of International Finance - International Financial System: Components and environment. Finance function in global context - International Monetary System: fixed and floating	1	15	25

	systems - Balance of Payments (BOP). International Financial Institutions: World Bank, IMF, ADB.			
2	Unit – II Foreign Exchange Market: Players and components, functions - Foreign Exchange Rates: Determination, Spot, Forward and Cross Rates. Foreign Direct Investment - growth, advantages and disadvantages- Foreign Exchange Management Act (FEMA) - Recent development (Problems).	1	15	25
3	Unit – III Management of Foreign Exchange Risk: Meaning and types of risk - Management of Translation, Transaction, and economic exposure - Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases). Unit – IV International Monetary System: Derivatives, Forwards, Swaps, futures and options- European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, (problems).	1	15	25
4	Unit – V Financial Management of Multinational Firm: International Capital Budgeting Decisions – Multinational Cash Management- International Tax Environment.	1	15	25
	Total	4	60	100

Books Recommended:

1. Alan C. Shapiro: Multinational Financial Management, Wiley India Pvt.Ltd.,New Delhi.
2. Apte P.G: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
3. Cheol S. Eun & Bruce G. Resnick: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
4. Ephraim Clark: International Financial Management, Cengage Publications, Delhi.
5. Madhu Vij: International Financial Management, Excel Books, New Delhi.2003.
6. V. Sharan, International Financial Management, PHI.
7. V.A. Avadhani, International Financial Management, Himalaya Publishing House, New Delhi.

MBA IV SEMESTER

University Examination 50 Marks

Paper No. XXX (C)

Electives: Human Resource Management-I

PERFORMANCE MANAGEMENT & RETENTION STRATEGIES

Objectives: The objective of this paper is to introduce the basic concept of performance management and to widen the knowledge of the students in selecting and implementing the various performance measurement methods for better designing of reward system associated with it.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit - I: Performance Management: Introduction, Definition, Scope, Purpose, Principles of PM, Framework of Performance Management, Performance Planning and Evaluation, Components/Elements of performance management, Performance Management Cycle (Schultz et al), Steps in determination Performance target, Performance Management System.	1	15	25
2	Unit - II: Performance Management Process: Introduction, Elements of Performance Management process, Behavior engineering Model (Gilbert's), Philpott & Sheppard's PM Process Model, Pratt & Whitney Model, Spangenberg Integrated Model of Performance, 360 Degree Feedback Model, ACHIEVE Model, Planning Phase-Accountabilities, Performance Standard, Coaching-Ongoing feedback, Collecting Performance Information, Preparing for coaching, coaching v/s progressive discipline, Review-Rating Errors and Biases, Rating the Accountabilities, Rating the behaviors, writing development plane,.	1	15	25
3	Unit - III: Performance Measurement: Performance Assessment, Principles of Performance Measurement, Measurement issues, Approaches & Tools, Constructive feedback Mechanism, Identifying development need-Work Capability, Principles of managing unsatisfactory performance, Performance Management best Practices.	1	15	25
4	Unit - IV: Retention strategies: Introduction, Structure of Retention Strategies, Elements of Retention Strategies, Environmental and Motivational factors-Job satisfaction-Dissatisfaction and Retention, Retention Factors, Retention Policy, effectiveness of retention strategies, Retention and Attrition, Counseling Strategies for Retention, Unit - V Competency Mapping: Meaning of Competency, Fundamental Characteristics of CM, Process of competency mapping, Steps in CM, Competency Analysis, Competency Approaches	1	15	25

	Assessment of Competency Models, Competency Grading, Competency and performance, Competence and Competency, Tools to identify the competencies of the employees, Human Performance technology, Competency Causal Flow Model, Competency Gap, Balance Score Card Framework.			
	Total	4	60	100

Books Recommended:

1. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi – 2007
2. Michael Armstrong, Human Resource Management Practices, Kogan Page Limited.
3. Sujata Mangalal - Globalization and Human Resource Management Excel Books
4. Wendell L. French - Human Resource Management Houghton Mifflin USA

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. XXXI (C)

Electives: Human Resource Management-II

STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives: The purpose of this course is to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors. The score card approach is also gaining its importance.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit-I The Framework of SHRM: Definition – Importance – components of HRM strategy – models of strategy –Contribution of HR in formulating and implementation of business strategy – Methods of structuring HR Department in organizations – Linkage between strategic business planning (SBP) and strategic HR development (SHRD) – competency mapping – building the core competencies –Avoiding conflicting HR systems in designing the congruent and integrated HR systems.	1	15	25
2	Unit-II HR Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An	1	15	25

	investment perspective of Human Resources – HR investment consideration			
3	Unit-III HR Strategy Implementation: Implementation of Human resource and reallocation decisions – Cross training and flexibility in assigning work – Using work teams –Strategically oriented performance measurement system – Strategically oriented compensation systems –Improving the quality of performance measures - Results oriented vs. Process oriented measures – Individual best practices and systems best practices – Universal practices vs. Contingency perspective – practices for evolution of high performance HR systems 106	1	15	25
4	Unit-IV HR Strategy Evaluation: HR evaluation process – Overview– Scope – Strategic impact – Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.	1	15	25
	Total	4	60	100

Books Recommended:

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. Mc Bey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.
4. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi, 2002.
5. R. Venugopal, Contemporary Strategic Management, Vikas Publissing House Pvt. Ltd., 2000.
6. Richard Regis, Strategic Human Resource Management and Development, Excel Books, New Delhi, 2008.

MBA IV SEMESTER

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. XXXII (C)

**Electives: Human Resource Management-III
INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Objectives: The purpose of this course is that the students should gain an understanding on International HRM, Basics of IHRM, The Functional Aspects of IHRM, IHRM Practices in Selected Countries, Special Issues in IHRM.

Sr. No.	Topic	No. of Credits	No. of Lectures	No. of Marks
1	Unit-I: Basics of IHRM: Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM - Growing interest in IHRM -Three Dimensions of IHRM activities-Cultural issues in IHRM	1	15	25
2	Unit-II: Recruitment, Selection, Staffing & Training in International context: Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection-Expatriate Failures & Reasons – Need & Importance of Expatriate Training, Cultural Awareness Programs-HCN & TCN Training, Current scenario in international training and development,	1	15	25
3	Unit-III: International Compensation, Performance Management & Labour Relations: Objectives and Key components of an International compensation program, Approaches to International compensation, Performance Management of Expatriates- International Labour Relations, Key issues in International Labour Relations. Unit-IV: IHRM Practices in Selected Countries: HRM practices in different countries- Japan, America, Britain, Germany, China and India.	1	15	25
4	Unit-V: Special Issues in IHRM: Information Technology and International HRM, Human Resource Out-Sourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM	1	15	25
	Total	4	60	100

Books Recommended:

1. K Aswathappa, Sadhna Dash- - International Human Resource Management Text and Cases -Tata McGraw Hill Publishing Company Ltd
2. S.P.S. Bedi , Minakshi Kishore- - Global Human Resource –Wisdom Publications, Delhi
3. R.V.Badi & S.G. Hundekar - International Human Resource Management – Vrinda Publications, Delhi
4. P. Subba Rao - International Human Resource Management Himalaya Publishing House

5. Peter J. Dowling - International Human Resource Management Denice E. Welch 4th Edition, Thomson Learning USA
6. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
7. Sujata Mangalai - Globalization and Human Resource Management Excel Books
8. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi - 2007
