

## **DEPARTMENT OF BUSINESS MANAGEMENT**

### **OSMANIA UNIVERSITY**

#### **REVISED RULES AND REGULATIONS OF M.B.A. PROGRAMME – 2016**

The Master of Business Administration (M.B.A.) is a Post-Graduate course offered as:

- I. Two-year i.e., four semester Full time Day programme

#### **ELIGIBILITY CONDITIONS**

##### **1 M.B.A. (Day)**

Candidate seeking admission into Full Time M.B.A. (Day) programme must be:

1. Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University;
2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.
4. Foreign candidates' admission is based on the Screening Process of the University currently in vogue.

##### **2. Instruction Schedule:**

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of M.B.A. Program for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of instruction : 14 – 16 Weeks / As per the University Norms

Preparation Holidays : 7-10 Days

##### **3. Rules of Attendance:**

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

##### **4. Promotion Rules**

A student will be promoted subject to the following rules:

##### **4.1 I Semester to II Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should be registered for the University exam for the I semester.

##### **4.2 Choice of Elective:**

Student has to opt for one elective - Finance / Marketing / Human Resource / Systems. There are four papers in each elective area two papers in III<sup>rd</sup> Semester and two paper in IV Semester.

**For Example:** A Student in Finance area should opt for two Finance papers only in III<sup>rd</sup> and two Elective papers in IV semester. Similarly for Marketing, HR and Systems Electives.

#### **4.3 II Semester to III Semester**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should have passed at least 50% of Theory courses of I & II Semesters put together. (Viva Voce and Lab courses not considered for this purpose).

#### **4.4 III Semester to IV Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and having registered for the University Examination.

#### **Cancellation of Admission**

The admission of a candidate admitted to the MBA Course stands cancelled if:

He / She does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester – I, but failed to register for 1<sup>st</sup> Semester Examinations

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA program.

#### **Project Work:**

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Day Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters for Day Programme.

The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

#### **5. Award of Grades For Seminars , Project Report and Viva Voce Examinations :**

**Seminars** : Students are expected to give a presentation on a relevant topic of any subject of II semester. Seminars are evaluated by internal faculty of the college concerned for 100 marks.

Seminars , Project Report and Viva Voce examination will be evaluated for 100 marks and the same will be converted into equivalent grades as per the University norms.

#### **6. Instructional Work Load For Theory, Practical Courses and 'Mentoring & Project Work':**

Each of the Theory Courses of the MBA Programme shall have instructional workload of 5 (or) 4 periods of 60 Minutes duration per week in addition to mentoring and project work as specified in the course curriculum . The Instructional workload for each of the Practical and Lab Courses shall be 2 Periods of 60 Minutes duration per week.

#### **7. Evaluation System:**

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 80% marks for university semester end examination and 20% marks for internal examination (CIE).
4. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (Day) Programme.

#### **8. Conduct Of Examinations:**

Examination will be conducted based on the existing rules of examination Branch that are applicable to other PG Courses

#### **9. Award Of Degree And Division:**

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded as per the University norms.

#### **10. Readmission For Pursuing Additional Elective Courses:**

A student can be given readmission for pursuing additional electives after completion of MBA programme subject to payment of requisite fee prescribed by the college / Department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students.

- a) The Second Elective must be pursued in the same college in which the student attended and completed M.B.A.
- b) The admission must be within four weeks of the commencement of the semester and admission to hostel is not a right.
- c) The student must not be employed during the timings in which the elective classes are conducted in the college normally.
- d) An amount equivalent 6/13 of the fee charged for the second year may be levied from the students who joined the programme for second set of electives.
- e) Any such admission and completion of the course must be within four academic year of the student first joining MBA course.

**11. Total number of credits to be completed to be eligible for the award of MBA degree:**

Total number of credits at the end of fourth semester (MBA-Day) = 24 + 24 + 24 +25 = 97

**12. Awarding Cumulative Grade Point Average (CGPA): as per University norms**

**13. Choice Based Credit System (CBCS):**

As per the University norms student needs to study one subject in the third semester outside the MBA department. This is applicable to only to the Department of Business Management, OU campus and not applicable to all the affiliated colleges including constituent colleges.

**General Clause:**

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Osmania University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

**MBA (Day) Course Structure and Syllabus As Per CBCS Guidelines with Effect From 2016  
Year-I Semester –I**

<b>Course Code</b>	<b>Course Title</b>	<b>Nature</b>	<b>Credits</b>	<b>HPW</b>	<b>Max Marks (CIE+SEE) 100</b>
MB101	Management & Organizational Behaviour	Core	5	5	20+80
MB102	Accounting for Management	Core	5	5	20+80
MB103	Marketing Management	Core	5	5	20+80
MB104	<b><u>Open Elective-I (Choose One)</u></b> 1.Business Law &Ethics 2.Fundamentals of Technology Management 3.Managerial Economics	Open Elective - I	4	4	20+80
MB105	<b><u>Open Elective – II (Choose One)</u></b> 1. IT Applications for Management	Open Elective - II	4	4	20+80

	2. Business Communication 3. Customer Relationship Management				
MB106	Computer Practicals	Practical	1	2	25
<b>Total credits at the end of I<sup>st</sup> Semester</b>			<b>24</b>	<b>25</b>	<b>525</b>

**Year-I Semester –II**

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE) 100
MB201	Human Resources Management	Core	5	5	20+80
MB202	Financial Management	Core	5	5	20+80
MB203	Business Research Methods	Core	5	5	20+80
MB204	<b><u>Open Elective-III (Choose One)</u></b> 1.Economic Environment and Policy 2.Business Process Re-engineering 3.International Business 4.Financial Markets & Services	Open Elective - III	4	4	20+80
MB205	<b><u>Open Elective-IV (Choose One)</u></b> 1. Total Quality Management 2. Strategic Management Accounting 3. Start Up Management 4. Retail Management	Open Elective-IV	4	4	20+80
MB206	Seminar	-----	1	2	Grade

<b>Semester Credits</b>	<b>24</b>	<b>25</b>	<b>500</b>
<b>Total credits at the end of II<sup>nd</sup> Semester</b>	<b>48</b>	<b>50</b>	<b>1025</b>

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Exam**
- **SEE – Semester End Exam**

**Revised MBA (Day) Course Structure and Syllabus As Per CBCS Guidelines with Effect From 2016**

**Year-II – Semester-III**

<b>Course Code</b>	<b>Course Title</b>	<b>Nature</b>	<b>Credits</b>	<b>HPW</b>	<b>Max Marks (IA+UE) 100</b>
MB301	Operations Management	Core	5	5	20+80
MB302	E- Business	Core	5	5	20+80
MB303	Operations Research	Core	5	5	20+80
MB304	<b><u>Discipline Specific Elective- I</u></b> 1. Financial Risk Management(Finance) 2.Product & Brand Management (Marketing) 3.Compensation Management (Human Resource) 4.Decision Support Systems (System)	DSE	4	4	20+80
MB305	<b><u>Discipline Specific Elective – II</u></b> 1.International Finance(Finance) 2.Promotion & Distribution Management(Marketing) 3.Organization Development (Human Resource) 4. Business Analytics (Systems)	DSE	4	4	20+80
MB306	<b><u>Interdisciplinary Courses</u></b> Management Theory and Practice	ID	4	4	20+80
	<b><u>OR</u></b> Innovation Management (for all affiliated colleges including constituent colleges in lieu of ID Paper)	Non-ID			

MB307 *	<b>Tutorials</b> Project work Synopses		1	2	25
<b>Semester</b>			<b>28</b>	<b>29</b>	<b>625</b>
<b>Total credits at the end of III<sup>rd</sup></b>					

### Year-II –Semester IV

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE) 100
MB401	Strategic Management	Core	5	5	20+80
MB402	Business Intelligence	Core	5	5	20+80
MB403	Supply Chain Management	Core	5	5	20+80
MB404	<b><u>DS Elective- III</u></b> 1.Investment Management (Finance) 2.Consumer Behaviour (Marketing) 3.Performance Management (Human Resource) 4.Data Base Management Systems (System)	DSE	4	4	20+80
MB405	<b><u>DS Elective- IV</u></b> 1.Banking & Insurance (Finance) 2.Services & Global Marketing (Marketing) 3.Talent & Knowledge Mgt (Human Resource) 4.Software Project Management (System)	DSE	4	4	20+80
MB406	Project Work	-----	1	2	Grade *
MB407	Comprehensive Viva - Voce	-----	1	--	Grade *
<b>Semester Credits</b>			<b>25</b>	<b>25</b>	<b>500</b>
			<b>49</b>	<b>50</b>	<b>2150</b>
<b>Total credits at the end of IV<sup>th</sup> and final Semester</b>			<b>97</b>	<b>100</b>	

- **ID – INTER DISCIPLINARY**                      \* Evaluation will be done for 100 marks,
- **DSE – Discipline Specific Elective**        which will be converted to equivalent grades.

\* **Project Work Synopsis:-** Student must present briefly the research methodology of the project topic he intends to submit in IV semester as project report.

**Master of Business Administration (MBA) Syllabus**



I Year I Semester  
Paper Code - MB101

Course: MANAGEMENT AND ORGANIZATION BEHAVIOUR

Unit — I: Management Process and Functions, Scientific and Modern Management, 3D Model of Managerial Behavior — MBO — MB WA — Line and Staff— The Peter's Principle — Parkinson's Law — Main Approaches to Organisation Structure-Management — Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments — Human Engineering.

Unit — II: Decision Making and Negotiations: Approaches to Decision making — Rational, Behavioral, Practical, and Personal Approaches — Open and Closed Models of Decision Making, Types and steps in planning, Authority, Responsibility, Centralisation, Decentralisation and Recentralisation, Bureaucracy.

Unit — III: Psychological contract — Personality Traits, Big 5 personality traits, MBTI inventory, the Process of Perception — Perceptual distortions and errors, Kelly's personal construct Theory, Motivation — Content Theories: Maslow, Alderfer, Herzberg, McClelland. Process Theories: Vroom, Porter and Lawler, Equity Theory — Goal Theory — Attribution Theory.

Unit — IV: Models of OB — Autocratic, Custodial, Supportive, Collegial and System Models, Transactional Analysis, Johari Window. Group Dynamics: Typology of Groups — Conflicts in groups — The nature of conflict — Reactions to conflict — A model of conflict. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path-Goal Theory, Vroom's Decision Tree Approach to Leadership — Hersey and Blanchard Model.

Unit — V: Organisation Design, Organisation culture and Organisation climate. Stress Management and Counseling, Management of change and Organisation development. Communication — Emerging aspects of OB.

Suggested Readings

1. Harold Koontz and Heinz Weihrich, 2015, Essentials of Management, TMH
2. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter 2010, Management, Pearson
3. Curtis W. Cook and Phillip L. Hunsaker, 2010, Management and Organisational Behaviour, McGraw-Hill Irwin.
4. Robbins & Judge, 2015, Organisational Behaviour, Prentice Hall of India.
5. Gregory Moorhead and Ricky W. Griffin 2010, Organisation Behaviour, Biztandre.
6. V SP Rao, V. Harikrishna 2010, Management — Text and Cases, Excel Books
7. K. Aswathappa, 2010, Organisational Behaviour — Text, Cases and Games, Himalaya Publishing House.
8. Udai Pareek 2010, Understanding Organisational Behaviour, Oxford University Press
9. Lauriel J Mullins, 2010, Management & Organisational Behaviour, Pearson
10. Robin Finchem and Peter Rhodes 2010, Principles of Organisational Behaviour, Oxford University Press.
11. B.R. Virmani, 2010, Managing People in Organisations, Response Books.

Paper Code - MB102  
Course: ACCOUNTING FOR MANAGEMENT

Unit - I: Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system — Double Entry Accounting System — Accounting Process — Types of Accounts — Primary and Secondary Record — Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) — Errors Disclosed and Not disclosed by Trial Balance — Suspense Account - Accounting Equation — Static and Dynamic view - Accounting standards — their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

Unit - II: Distinction between capital and revenue expenditure; Preparation and presentation of financial statements — Trading, Profit and loss account, Balance Sheet(Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements;

Depreciation concept, Depreciation methods — their impact on measurement of business income external auditor's report, the report of the Board of Directors, and voluntary disclosures

Unit – III: Financial Statement analysis — Ratio analysis — Rationale and utility of ratio analysis — classification of ratios -calculation and interpretation of ratios-liquidity ratios-activity / turn over ratios — Profitability ratios — leverage and structural ratios (Including Numerical Problems)Diagnostic and Predictive Power of ratio; common size statement analysis.

Unit – IV: Cash Flow Statement — Advantages and Utility of Cash flow statement — Preparation of Cash flow statement(Including Numerical problems) - Tax planning — Tax Avoidance — Tax evasion— Balance score card, methodology of BSC and its importance.

Unit — V: Cost concepts Fixed and Variable cost — Classification of Costs — preparation of cost sheet.CVP analysis — Break-even Point - concept of contribution and PV Ratio(Including Numerical problems) - Managerial uses of Break-even concept — product mix, make or buy decision, capacity utilization, plant shut down decision.

Nash Equilibrium in Game Theory — Prisoner's Dilemma Revisited.

Reference:

1. Grewal T. S. Introduction to Accounting, 2()09, S Chand Publishers
2. Ramachand ran, RamkumarKakan;., Financial Accounting for Management, 2009, \*d ed, Tata McGraw Hill Publishing , Pvt., Ltd.
3. Shah Paresh, Basic Financial Accounting for management , 2009, 5<sup>th</sup> Ed, Oxford University Press
4. Shashi K. Gupta & R.K. Sharma Management Accounting Principles and Practice Kalyani Publishers, 12<sup>th</sup> Revised . Ed.
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, 2<sup>nd</sup> edition PHI
6. Ambarish Gu ta Financial Accountin for Mana ement 2009 An Anai 'tic I Pers ective 3<sup>rd</sup> Ed. Pearson education.
7. Earl K. Stice and James. D. Stice, Financial Accounting — Reporting and Analysis, 2009, 7<sup>th</sup> Ed. South Western, Cengage Learning.

Paper Code - MB103  
Course: **MARKETING MANAGEMENT**

Unit — I: Basics:

Marketing, Market, Marketing Management. Tasks, Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Global marketing, Marketing Environment - Company's Micro and Macro Environment — Interface with other functional areas.

Unit — II: Market Segmentation:

Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments— Differentiation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Competitive strategies.

Unit — III: Marketing Programme:

Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling. Online Marketing.

Unit — IV: Consumer Markets:

Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior. Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Services Markets- Characteristics, and Strategies.

Unit — V: Marketing Organization and Control:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Organization Annual plan Control, Efficiency Control. Profitability Control and Strategic Control. Marketing Audit.

Suggested Books:

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", 2016, 13th Ed, Pearson Education Prentice Hall of Indi.
2. Paul Baines, Chris fill, Kelly page, "Marketing Management", 2016, 1st Ed. Oxford UniversityPress.
3. Roger j. best, "Market- Based Management", 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, "Principles of Marketing", 2010, 12th Ed. Cengage Publications.
5. Tapan k panda, "Marketing Management". 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, "Marketing Management", 2009, The Global perspective-Indian Context Macmillan India Ltd.

## Paper Code -MB104 - 1 Open Elective - I

### 1. BUSINESS LAW & ETHICS

#### Unit - I: Law of Contracts:

Definition of Contract and Agreement — Classification of Contracts, Essential elements of a valid Contract — Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void Contracts— Legality of Object - Performance of Contract — Remedies for breach of Contract Quasi Contracts.

#### Unit - II: Law relating to Special Contracts:

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act — Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act — Definition and Characteristics of a Negotiable Instrument —Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

#### Unit - III: Companies Act:

Definition of company — Characteristics - Classification of Companies- Formation of Company Memorandum and Articles of Association — Prospectus - Share holders meetings - Board meetings -Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

#### Unit - IV: Consumer Protection Law:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Laws relating to Intellectual Property Rights. Competition Law. Arbitration and conciliation.

\*Unit - V: Ethical and Value based Considerations — Need and Justification — Business ethics and efficiency — Social responsibility of business — Fair and just cooperation among owners, managers, workers and customers — Fair Market Wages — Integrity and ethical consideration in business operations — Indian value system and it's relevance in Management.

#### Suggested Books:

1. N.D. Kapoor, "Elements of Mercantile Law", 2015, Sultan Chand & Co.
2. AkhileshwarPathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. Paul Wetherly and Dorrton Otter, "The Business Environment — Themes and Issues" ,2010,Oxford University Press.
6. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.
7. Richard Schaffer, Agusti& Earle.
8. K. Aswathappa, "Essentials of Business Environment", 2009, HPH
9. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
- 10.S.S Gulshan, Business laws, 2010, Excel Books.

Paper Code -MB104 - 2 Open Elective - I  
2. FUNDAMENTALS OF TECHNOLOGY MANAGEMENT

Unit — I: Introduction , Definitions Role and Importance, Technology Development, Implications of Technology Management , Technology change, TLC, Diffusion and Growth of Technologies Technological Transformation Alternatives, Technology Policy and Planning, Technolog development \_Options & Strategies, Socio- Economic Planning, Production Functions & Technological Change, Macro effects of Technology change

Unit — II: Technology Development and Acquisitions — Forecasting and Technology Innovation Chain, Role of technology Forecasting approaches and methodologies Technology Strategy , Generations, an Development

Unit — III: Technology Transfer — Models Modes, Technology search strategy, Dimensions of Technology Transfer, features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of Conduct for Technology Transfer , Government initiative Technology transfer and absorption Process at Unit Level,

Unit — IV: Technology absorption and Diffusion - Technology — Package and Technology Dependence, Concepts Constraints of Technology absorption, Technology Import •in India, Government initiative, Benefit Technology absorption. Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion — Major Diffusion activates, Diffusion strategy.

Unit — V: Technology Environment — Science & Technology in India, R&D, Technology Missions, Trade Policy, Education, and other Policies, Linkages, Technology Support System Financing — Venture Capital, Technology Gaps and needs Evaluation of Technology option Rutes, R & D Resource Management.

Suggested Books:

1. Sharif Nawaz : Management of Technology Transfer & Development, APCFT, Bangalore, 1983
2. Rohtagi P.K, Rohatagi K and Bowonder B: Technological Forecasting, Tata MCGraw
3. Hill, New Delhi
4. Detz Fredrick: Managing Technology, Prentice Hall, New Jersey.
5. Gaynor: Handbook of Technology Management, McGraw Hill.
6. Track Khalil: Management of Technology, McGraw Hill International, 2000.

Paper Code -MB104 - 3 Open Elective - I  
3: MANAGERIAL ECONOMICS

Unit — I: Nature & Scope of Managerial Economics:

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal concept Theory of Firm- profit and wealth maximization. Econometrics- Use of Econometric Models in decision making.

Unit — II: Demand Analysis:

Basis for demand ; Concept of Utility- cardinal and ordinal approaches of utility, Law of marginal utility,. Maximization of consumer utility, Consumer-Surplus Demand Analysis: Determinants of demand, Law of demand-Price, Income and cross elasticity of demand. Managerial applications of elasticity of demand- Demand forecasting and measurement methods.

Unit — III: Production and Cost Analysis:

Production Function; Cobb Douglas and CES Production functions. Laws of diminishing marginal returns to scale, Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphic method. Expansion path and ridge lines. Economies & and Diseconomies of scale. Economies of scope. Learning curve. Cost analysis: Economic and Accounting Costs. Role of time in cost analysis. Cost-volume Profit Analysis.

Unit — IV: Market Structure and Modern Pricing Practices:

Price determination under perfect competition. Monopoly, oligopoly and Monopolistic competition. . Game theory basics, dominant strategy, Nash equilibrium, prisoners dilemma. pricing and non pricing strategies. Sophisticated market pricing: price discrimination—using coupons and rebates for price discrimination. Peak load pricing. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

Unit — V: Macro economics & Business:

Nature, Concept and measurement of National Income. Classical and Keynesian approaches to Income, Employment and Investment. Inflation: Types, causes and measurement of inflation. Philips curve, stagflation. Trade cycles causes and policies to counter trade cycles.

Suggested Books:

1. Dominik Salvatore, "Managerial Economics", 2016, 8th Ed. Oxford University Press
2. Mark Hirschey, Log "Managerial Economics — An Integrative Approach", Cengage Learning.
- 2 Allen, Wegelt, Doherty & Mansfield, "Managerial Economics - Theory, Application & Cases", 2010, 7<sup>th</sup> Ed. Viva-Norton Student E
3. D.M. Mithani, "Managerial Economics" 2008, Himalayan Publishing House.
4. P L Mehatha , "Managerial Economics", 8th Ed S.Chand Publishing.
5. Trunett & Trunett, "Managerial Economics", 2009, 8th Ed Weiley India.
6. Samuelson & Nordhaus, "Economics" 2010, 19th Ed., Tata McGraw Hills.
7. Atmanand, "Managerial Economics", 2009, Excel Publishing.
8. Sumitra Paul, "Managerial Economics", 2008, Macmillan.
9. Jospeh G. Nellis & David Parter "Principles of Business Economics", 2009, 2nd Ed. Pearson Ed.,

Paper Code - MBA 105 - 1 Open Elective - II  
1. IT APPLICATIONS FOR MANAGEMENT

Unit — I: Concepts of Information Systems

Need for Information Systems — Business in the Information age, Information systems Concepts, Computer Based Information Systems — Categories of Information Systems- Operational Support Systems- Management Support Systems- Strategic Information Systems.

Unit — II: Technology for Information Systems.

Computer Hardware-I/O Devices, Memory Devices, Processor -Software-Application & Systems Software- Multimedia — Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication & Computer Network — Definition, Types — Network Topologies-Network Devices, Wireless Networking. The Internet, Intranet.

Unit — III: Intra organizational Systems — Management Information systems- Decision Support Systems- types of DSS, Architecture of DSS , Artificial Intelligence, Intelligent Systems, types of intelligent systems, intelligent agent. Data Base Concepts- Definition Advantages, Disadvantages— Types of Data Bases — Definition of Distributed Databases.

Unit — IV: Inter organizational Systems

Inter organizational- Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT) — Extranets, E-Commerce Overview- E-commerce applications, Mobile Commerce, E-Governance- Emerging Trends in Computing — Cloud Computing, Grid computing, Mobile Computing, Mobile Applications-their advantages & disadvantages

Unit — V: Information Security & Laws

Need For Security - Security Threats& Attacks- Malicious Software, Hacking, Security Services Security Mechanisms - Cryptography, Digital Signature, Firewall- Types of Firewall Identification & Authentication—Biometric Techniques—Other Security Measures- Security Policy, Need for legislation, cyber policy- cyber laws- cyber security issues in India, salient features of IT ACT.

Suggested Books:

1. Turban, Rainer and Potter, "Introduction to Information Technology", John & Wiley Sons.
2. Anita Goel, "Computer Fundamentals", Pearson.
3. Ramesh Behl, "Information Technology for Management", McGraw-Hill Companies.
4. Ken Laudon, Jane Laudon&RajnishDass, "Management Information System", 1 Ind Ed. Pearson.
5. B. Muthukumar, "Information Technology for Management", 2010, Oxford.
6. Alex Leon & Mathew Leon, "Fundamentals of Information Technologies", 2009, Leon Vikas, 2<sup>nd</sup>Ed.
7. S. Sudalaimuthu& S. Anthony Raj, "Computer Applications of Business", 2010, HPH.

Paper Code - MBA 105 - 2 Open Elective - II

2. BUSINESS COMMUNICATION

Unit - 1:

The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; Listening process—Elements of good listening— improving listening competence. Importance of feedback — Principles of feedback.

Unit - 11:

Characteristics of non verbal communication—Types and functions of non verbal communication— Interpreting non verbal communication; Negotiations-Approaches to negotiations—Preparing for and conducting negotiations

Unit -111:

Making Presentations—Choosing a method of speaking—Analyzing the audience—Nonverbal dimensions of presentations—Speeches for commemorative occasions—Effective presentation strategies. Persuasive speaking.

Unit-IV:

Report writing—Types of reports—Structure of reports—Individual and committee reports— Essentials of good report writing .Business letters—Drafting letters relating to enquiries and replies; orders and replies; complaints and claims. Effective business correspondence .drafting a resume

Unit — V:

Media relations—Building better relations with media. Investor relations—Framework for managing investor relations. Mana ging government relations—ways and means of managing governing power. Crisis communication—Do's and dont's in the wake of a crisis.

Suggested Books:

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication" 6th Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 1 lth Ed. New York, McGraw-Hi11.
5. Disanza, "Business and Professional communication", Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishnan, "Business Communications", 2009, HimalayaPublishing House.
7. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill.
8. Krizan, Merrier, Logan and Williams, "Effective Business Communication", 2008 CengageLearning.
9. Paul R. Timm, "Straight Talk: Written communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.
12. U S Rai& S M Rai, "Business Communication", Himalaya Publishing House.



Paper Code - MBA 105 - 3 Open Elective - II  
3. CUSTOMER RELATIONSHIP MANAGEMENT

**Unit — I: Evolution of Customer Relationship:**

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

**Unit -11: CRM Concepts:**

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

**Unit - 111: Planning for CRM:**

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

**Unit — IV: CRM and Marketing Strategy:**

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

**Unit — V: CRM Planning and Implementation:**

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

**Suggested Books:**

1. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2015, a division of Reed ElsevierIndia Pvt. Ltd., 2nd Ed.
2. JagdishN.Sheth, AtulParvatiyar&G.Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 2009, TMH.
3. DilipSoman& Sara N-Marandi," Managing Customer Value" 1st edition, 2009, Cambridge.
4. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
5. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2005, Pearson Education.
6. MukeshChaturvedi, AbinavChaturvedi, "Customer Relationship Management- An IndianPerspective", 2008, Excel Books, 2nd edition.

Paper Code - MB 106  
Computer - Lab

**1. MS-EXCEL**

**Unit — I: Introductory concepts of MS-EXCEL spreadsheet:**

Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options.

**Unit II: Data And Graphical Options:**

Filling a Series, Sorting data, querying of data. Working with graphs and charts.

**2. MS-ACCESS**

**Unit I - Introduction to MS-ACCESS:**

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels.

**Unit II: Transfer of data between Excel & Access.**

Suggested Books:

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers — Based on Windows Office XP", Second Edition — Vikas Publishing House.
5. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.
6. D.P. Apte, "statistical Tools for Managers — using MS Excel", 2009, Excel Books.

I Year II Semester  
Paper Code - MB201  
Course : HUMAN RESOURCE MANAGEMENT

Unit - I:

Definition, Evolution, objectives, scope and functions of HRM. HRM Typology, system, strategy, and matrix of HR — Stakeholders and Integrated Models of HRM — Line vs. Staff - The changing environment and role of HRM. Competitive challenges influencing HRM — HRIS: Three levels comparison — Competency Framework for HR professionals.

Unit - II:

Job analysis — Systems exchange model. Analysis and mapping of workflow. Job characteristics model. Job Design - Job evaluation — Towers Perrin Model of Total Reward - Performance appraisal— HR Planning — Gallagher HR Estimator — Cohort Analysis — Recruitment- Yield — ratio Analysis -Process of selection, placement and orientation. Training Methods — Kirkpatrick and Pecuniary Utility Models of Training — MDP.

Unit - III:

Introduction to HRD — HR Accounting — Lev and Schwartz, Flamholtz and Hermanson's Models — Audit, research, Policies, validity generalization of HR — Career planning — Greenhaus career Development Model — Protean career — Psychological Contract: Functions and Types — HR Utility Framework — Markov Employee Transition.

Unit - IV:

Dunlop's IR Model — Organogram — QWL — QC - Grievance management — Labour Turnover and stability indices — Worker's Participation in Management — Bate's brand wheel for employer brand — employee Engagement Index — Employee Value Proposition — Absence Management — Brad factor.

Unit - V:

HR outsourcing - HR issues in mergers and acquisitions — HR six — sigma process — HR Index — HR- ROI — Job Diagnostic Model - Emotional intelligence and competencies at work - Work life integration — Introduction to International HRM, Global HRM, and Strategic HRM — HR Score card — Paradox Theory as a lens of theorizing for Sustainable HRM — Sustainable HRM Model \_Paauwe' s — Paradox Framework for Sustainable HRM.

Suggested Books:

1. Michael Armstrong, "Human Resource Management", 2015, Kogan Page.
2. Mathis & Jackson, "Human Resource Management", 2016, Cengage.
3. David Lepak, Mary Gower, "Human Resource Management", 2015, Pearson.
4. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
5. Decenzo, "Human Resource Management", 2008, Wiley.
6. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
7. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
8. Gomez Mejia et.al, "Managing Human Resource", 2010, PHI.
9. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
10. V.K. Sharma, "Human Resource Management", 2010, Viva Books.
11. Sanghi, "Human Resource Management", 2010, Macmillan.
12. David G. Collings, "Human Resource Management", 2009, Routledge.

13. W.J. Rothwell, "Planning & Managing HR", 2010, Jaico.

14. Kenneth M. York, "Applied Human Resource Management", 2009 Sage. 17.

Paper Code - MB 202  
Course : FINANCIAL MANAGEMENT

Unit — I: The Finance function:

Nature and Scope; Evolution of finance function — Its new role in the contemporary scenario — Goals of finance function — maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money — Future Value and Present value.

Unit — II: The Investment Decision:

Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques — Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk — Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

Unit — III: The Financing Decision:

Sources of finance — a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT — EPS analysis. Cost of Capital: The concept — Average vs. Marginal Cost of Capital; Measurement of Cost of Capital — Component Costs and Weighted Average Cost of Capital

Unit — IV: Current Assets Management and Dividend Decision:

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends — Cash and Bonus shares. The theoretical backdrop — Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

Unit — V: Corporate Restructuring and Corporate Governance:

Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of

Mergers, motives for mergers; Financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

Suggested Books:

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", 2006, 10th Ed. Thomson South-Western.
3. Ross Westerfield Jaffe, "Corporate Finance", 7th Ed, TMH Publishers

4. Vishwanath S. R., "Corporate Finance: Theory and Practice", 2007, 2nd Ed. Response books, Sage Publications.
5. Prasanna Chandra, "Financial Management Theory and Practice", 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, "Financial Management", 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, "Financial Management", 2010, HPH.
8. Rajiv Srivastava and Anil Misra, "Financial Management", 2009, 4th Ed. Oxford Higher Education.

**Paper Code - MB203**  
**Course : BUSINESS RESEARCH METHODS**

**Unit - I: Introduction:**

- i. Nature of Business Research, criteria in Business Research, Research Designs – Exploratory, Descriptive & Diagnostics studies.
- ii. Measures of Central Tendency- Standard deviation and Mean, median – mode.

**Unit - II: Introduction to Probability**

- i. Probability – Concepts and Definition. Addition and Multiplication Theorems, Marginal Conditional and Joint Probability. Baye's Theorem and its applications.
- ii. Discrete Probability Distribution: Binomial and Poisson's Distribution and applications.
- iii. Continuous Probability Distribution Normal Probability Distribution – Properties and applications.

**Unit -III : Data Collection**

- i. Measurement and Scaling Techniques, Nominal , Ordinal , Interval and Ratio Scales.
- ii. Sources and Methods of Data Collection: Primary and Secondary, Purpose and benefits of Sampling, Techniques of Sampling, Questionnaires design.

**Unit - IV: Data Analysis**

- i. Hypothesis Testing: Type - I, Type – II errors, Statistical Estimation, Point and Interval Estimation, Properties of Good Estimator, Confidential Interval.
- ii. Large Sample Test: Test for one and Two Means, Test for One and two proportions. Small Sample Test: t-distribution, properties and applications, paired t test.
- iii. Analysis of Variance-One way and two way Anova, ChiSquare Distribution, Test for Goodness of fit.

**Unit - V: Correlation, Regression and Report Writing**

- i. Correlation Analysis, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial correlation.
- ii. Regression Analysis-Concepts, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii. Relationship Between Correlation and regression presentation of Results and Report writing..

**Suggested Books:**

1. Naval Bajpai, "Business Research Method" Pearson 2017
2. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
3. William G Zikmund, Business Research Method, Cengage Learning..
4. Donald R Cooper, Business Research Method, mc Grawhill

5. J. K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
6. Naresh K Malhotra and Das, Marketing Research, Pearson
7. C.R. Kothari, Research Methodology, New Age International, 3rd Edition.

**Paper Code - MBA 204 - 1 Open Elective – III**  
**1 : ECONOMIC ENVIRONMENT AND POLICY**

Unit – I : Business Environment and Analysis :

Nature, Composition and Scope of Business Environment. Business Environment. Analysis of Indian Economy , National Income, Saving and Investment Components, Industry, Agriculture and Tertiary Sectors, Profile of emerging industries, - IT and Biotech etc. Govt. and Business — role of Public Sector in the economy.

Unit – II : Indian Financial System :

Evolution and current structure. Elements of Financial System — markets, institutions and environment. R.B.I, Banking and Non-banking Institutions — their functions and role in the Money Market. Components of Capital market — Primary, Secondary, debt and equity market. Problems and prospects of Indian Capital market. Role of SEBI. Foreign Exchange market FEMA.

Unit – III : Economic Policies of India :

Industrial Environment and Policy Role of SSUs, and MMcs, MRTP and competition Law. Public Sector Reforms and Disinvestments Policy. Foreign Investment Policy, Trading environment and EXIM Policy , Recent trends in Regulatory Frame Work in respect of Insurance, Telecom, Power Sector and Banking.

Unit – IV : Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy : Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization— Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

Unit – V : Economic Survey and Union Budget :

Taxation environment — Direct and Indirect Taxes — MODVAT, CENVAT and Value added Tax Current Economic Survey and budget as instruments of indicative planning.

Suggested Books :

1. ShaikhSaleem , Business Environment, Pearson Education.
2. Justin Paul, 2016, "Business Environment", McGraw Hill Companies.
3. Dutta&Sundaram, 2016, Indian Economy, S. Chand& Co., New Delhi.
4. Misra. S.K., &Puri V.K., 2006, Indian Economy, Himalaya Publishing House, Mumbai.
5. Khan. M.Y. 2007, Indian Financial System, 5th Edition, Tata McGraw Hill, New Delhi.
6. Meir Kohn, 2007, Financial Institutions and Markets, 2nd Edition, Oxford University Press, New Delhi.
7. Conklin.D.W., 2006, Cases in Environment of Business — International Perspectives, The Ivey Casebook series, Sage Publications.
8. Suresh Bedi, 2004, Business Environment, Excel Books , 1st Edition, New Delhi.2.

**Paper Code - MBA 204 - 2 Open Elective – III**  
**2. BUSINESS PROCESS RE-ENGINEERING**

#### Unit – I: Introduction to BPR

Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

#### Unit — II: Managing Process Flows

Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little's Law. Cycle Time and Capacity Analysis — Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity — Cycle Time Reduction, Theory of Constraints.

#### Unit — III: Implementation Process

Redesign of business processes — systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

#### Unit — IV: Making effective BPR

Virtual ingredient — people, top management's involvement, involvement of consultants, empowerment and autonomy, the IT 'black hole', using process Simulation to minimize the risk Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key performance Indicators.

#### Unit - V: ERP and BPR

ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

#### Suggested Books:

1. Laguna "Business Process Modeling, Simulation and Design", 2016, Pearson.
2. Chan Meng Khoong, "Reengineering in action", 1st edition, 2009, Cambridge.
3. Charles Poirier "Business Process Management Applied", 2015, Cengage.
4. Martyn A. Ould "Business Process Management", 2010, BCS Viva Books.
5. Tony Carter, "The Aftermath of Reengineering", 2007, Viva Books.
6. Dey "Business Process Reengineering", 2016, Wiley.
7. K. Sridhrahath, "Business Process Reengineering", 2007, HPH.
8. Saxena K.B.C., "Business Process Outsourcing", 2007, Excel.
9. MahadeoJaiswal, "Enterprise Resource Planning", 2005, Mac Millan.
10. MS.Jayaraman, et.al; "Business Process Reengineering", 1994, TMH.
11. Varun Grover, M. Lynne Markus, "Business Process Transformation", 2010, PHI.
12. Daniel minoli, "Business Process Reengineering", 2010, Routledge.

### Paper Code - MBA 204 - 3 Open Elective - III

#### 3. INTERNATIONAL BUSINESS

##### Unit - I: Global Imperative:

An overview—International Business: A global perspective—Emergence of Globalization—Drivers of Globalization—Internationalization Process—Stages in International Business—Approaches to International Business; The World of International Business: Regional and Global Strategy—The

Multinational Enterprise—Triad and International Business—International Trade Theories; Environment of International Business-Cultural Environment and Political Environment.

Unit - II: Global Business & National Regulation:

Rationale for Government Intervention—Forms of Trade Regulation at National Level-Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration—Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations—GATT and its early Rounds—World Trade Organization—Structure and functions— TRIPs & TRIMs-WTO & India-UNCTAD.

Unit — III: Global Business and Entry Strategies:

Global Market Entry Strategies—Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance— Types of Strategic Alliances—Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance— Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Unit - IV: Global E-Business:

Conceptual Framework of E-business—Prerequisites for Effective E-business Transactions—Enabled Business Process Transformation and Challenges—E-business Technology and Environment—EBusiness Applications—E- Business Models—Alternative E-business Strategies— Global E- Marketing — Electronic Processing of International Trade Documents — Policy Framework for Global E-business.

Unit - V: Managing Global Business:

Strategy and Global Organization -Global Strategic Planning—Going Global and Implementing Strategies—Intercultural Communications—Intercultural Human Resources Management in Global Context.

Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market 6th Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, John R. Rosenberger, 2010, Pearson Ed.
2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, "International Business", 2009, 7th Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, "International Business Strategies" 1st edition, 2009, Cambridge
4. Rakesh Mohanh Joshi, "International Business", 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
6. Jeanett and Hennessey, "Global Marketing Strategies", 2005, Jaico, New Delhi.
7. Subba Rao, 2007, "International Business", 2010, Himalaya Publications, New Delhi.
8. Bholanath Dutta, "International Business Management", 2010, Text & Cases, Excel, New Delhi.
9. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
10. Hodgetts, Luthans and Doh, "International Management Culture, Strategy and Behaviour", 2006, Tata McGraw-Hills, New Delhi.
11. I I. A nan t. K. Sundaram and J. Stewart Black, "The International Business Environment", 2009, Test and Cases, PHI Learning, New Delhi.
12. Pradip Kumar Sinha and Sanchari Sinha, "International, Business Management", 2008, Excel, New Delhi. 22

Paper Code - MBA 204 - 4 Open Elective - III  
4. Financial Markets and Services



Unit - I: Financial Markets — Indian Securities Market — An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market

Financial Services: - Concept and meaning. Classification — Traditional and Modern activities; Fund-based and non fund based activities. Financial Engineering — Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

Unit - II: Merchant Banking:

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs — underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

Unit - III: Leasing and Hire-Purchasing :

(a) Leasing concept and classification . Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing — break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions.

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire-purchase deals.

Unit - IV: Insurance:

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

Unit - V: Other financial services:

(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services — cost of factoring — decision analysis for factor services. Factoring scenario in India.

(b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

Suggested Books:

1. Meir Kohn, 2015, Financial Institutes and Markets, 2<sup>nd</sup> edition , Oxford University Press, South Asia Edition .
2. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8
3. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education
4. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education
5. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
- 6.ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
- 7.Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill

Paper Code - MBA 205 - 1 Open Elective – IV

### 1. TOTAL QUALITY MANAGEMENT

Unit-I: TQM- History and Evolution:

Connotations of Quality, Quality Dimensions — Product and Service. The concept of TQM,

Evolution of TQM — Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines — ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

Unit – II: Tools of TQM:

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit - III: Techniques of TQM:

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MC T). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller the-best, Larger-the-best. Parameter design, Tolerance design.

Unit — IV: Six Sigma:

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

Unit —V: TQM in the Service Sectors:

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services —Banks, Investment Company and Mutual Funds.

Suggested Books:

1. John L. W. Beckford, "Quality: A Critical Introduction", 3rd Ed. Routledge — Taylor and Frances Group, NewYork and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfieldscare, "TotalQuality Management", 2006, 3rd Ed. PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
4. R. P. Mohanty& R. R. Lakhe, "TQM in the Service Sector", Jaico Books.2016
5. KanishkaBedi, "Quality Management", Oxford University Press.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed.Macmillan
7. Kanji K. Gopal& Asher Mike, 'OO methods for TQM' , Response.

## Paper Code - MBA 205 - 2 Open Elective – IV

### 2. STRATEGIC MANAGEMENT ACCOUNTING

Unit — I: Introduction to Management Control:

Strategic Management accounting—Meaning—Scope—Strategic importance—nature and characteristics of Management Control system. Cost behaviour and decision making—Fixed and variable

costs—C.V.P analysis—Marginal Costing-Concept of break even analysis—Uses for decision making—Optimization of product mix—Make or buy—Capacity Utilization—Plant shutdown—Key factor analysis.

Unit — II: Strategic Planning and Control & Accounting for Control:

Strategic Planning, Management Control and Operational Control—Meaning and Concept and purpose. Standard costing—Concept and purpose of standards—types of standards—Standard setting—Variance analysis—Interpretation-Budgetary control—Meaning & purpose—Component of effective budgeting program—Performance budgeting—Zero based budgeting—Concept— Importance and relevance.

Unit — III: Responsibility Accounting:

Responsibility Centers—Need for divisionalization—types of responsibility centers—Performance reports—responsibility accounting—Behavioural aspects—Segmented Performance evaluation—Transfer Pricing.

Unit — IV: Activity based Costing and Customer account profitability analysis:

Activity based costing systems—Meaning—tracing costs from activities to products and services—Activity based Management—Activity Cost drivers—Activity based Costing vs traditional costing. Customer account profitability analysis—Meaning and need for CAP analysis—Managing Customer Profitability Managing Relationships—Customer Costs in Service Companies.

Unit — V: Strategic decisions for Product life cycle, Activity Based Costing and Competitor analysis:

Product life cycle costing—PLC assessment—Cost assessment—Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting—Concept and Importance—Sources of Competitor information—Competitive pricing and bidding. Target Costing and Cost analysis for Pricing decisions.

Suggested Books:

1. I. Hansen&Mowen, "Management Accounting", 2009, 7th ed. Cengage Learning, New Delhi.
2. Bamber, Braun &Harrison, "Managerial Accounting", 2009, Pearson Ed, New Delhi.
3. Ronald.W.Hilton, G.Ramesh&M.Jayadev, "Managerial Accounting", 2008, Tata McGraw-Hill.
4. "Management Control System", Anthony &Deardon,
5. Asish K. Bhattacharya, "Cost Accounting for Business Managers, Elsevier", 2009, New Delhi.
6. Garrison, Noreen and Brewer, "Managerial Accounting", 2009, Tata McGraw Hill.
7. S.C. Vaidya, Suveera Gill, "Cost Management—A Strategic Approach", 2009, Macmillan India.
8. SudhindraBhat, "Management Accounting", 2009, Excel Books, New Delhi.
9. Atkinson. A.A., Kaplan. R.S., and Young S.M., G. Arun Kumar, "Management Accounting", 2009, 14th edition, Pearson/ Prentice Hall of India.
10. Khan M.Y. and Jain. P.K., "Management Accounting — Text, Problems and cases", 2007, 4th edition, TataMcGraw Hill, New Delhi.

## Paper Code - MBA 205 - 3 Open Elective – IV

### 3. STARTUP MANAGEMENT

Unit — I: Entrepreneur and Entrepreneurship:

Evolution of the Concept of Entrepreneur—Characteristics of an Entrepreneur—Distinction Between an Entrepreneur and a Manager—Functions of an Entrepreneur—Types of entrepreneurs, Concept of Entrepreneurship - Functions, Problems, Entrepreneurial process, Growth of Entrepreneurship in India—Recent Trends of Women Entrepreneurship—Meaning of and Need for Rural Entrepreneurship— Problems and Development of Rural Entrepreneurship.

Unit — II: Factors Affecting Entrepreneurial Growth:

Economic and Non-Economic Factors—Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; Role of Entrepreneurship in Economic Development — Entry strategies for startups — New product, franchising, Partial momentum, sponsorship and acquisition. Entrepreneurship Development Programmes (EDPs)—Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

Unit — III: Small Enterprises:

Definition—Characteristics—Relationship with large units—Rationale—Objectives—Scope of Small Enterprises—Opportunities for an Entrepreneurial career—Role of Small Enterprises in Economic Development—Their problems—Project Identification and Selection—Project Formulation—Project Appraisal—ownership Structures, MSME act, Intellectual Property: Creation and Protection.

Unit — IV: Institutional Finance to Entrepreneurs: Commercial Banks—Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs—Role of NSIC, SSIB, SSCs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

Unit — V: Venture Capital:

Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation — Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies — valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

Suggested Books:

1. I. Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH,Millenium Edition.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship— Text and Cases", 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, "Entrepreneurship", 2007, New Age International.
7. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
8. A. Sahay and A. Nirjar, "Entrepreneurship", 2006, Excel Books.
9. 9.Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises",2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., "Cases in Entrepreneurship", 2006, Sage Publications.
11. Donald G. Kuratko and Richard M. Hodgetts, "Entrepreneurship" 2006, Thomson.
12. Raj Agrawal, "Business Environment", 2005, Excel Books.
13. Cases in entrepreneurship by Morse and Mitchell, Sage South Asia Edition 26

Paper Code - MBA 205 - 4 Open Elective - IV

#### 4. Retail Management

UNIT I: Retailing : Role, Relevance and Trends — Introduction to Retailing what is retailing and economy , Types of Retailing , Characteristics of Retailing, Functions and activities of Retailing .

UNIT II : Retail in India — Emergence of organized retailing traditional retail forms — co operatives and Government Modern retail forms in India. Retailing rural India, Geographical spread of Indian Market — Retail in food, Health , Clothing and Home Furniture

International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing

UNIT 111: Retail Marketing: Segmentation - Retail market segmentation & franchising Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance- Social Marketing in Retail management.

Retail Pricing - Strategies- Retail Promotion strategies -Advertising & sales promotion

UNIT IV: Merchandise Management : Sources of merchandise, Logistic Management , Category Management, Store Layout Design and Visual Merchandising, Retailing Strategy and Customer Services.

UNIT V: CRM Process in Retailing Legal & compliances for Store : Customer Data, Analyzing . Retailing, Developing CRM Program — Implementing CRM Program.

Legal and compliances License Contract and recovery Legal process Law- Shops establishment — IPR patent copy right trade marks - Customer Rights in Consumer protection acts

Suggested Books:

1. Bajaj Tuli Srinivastava, Retail Management 3<sup>rd</sup> edition, oxford Publication, 2016.
2. Retailing Management -Levy &Weitz- The McGraw Hill Companies 2015
3. Bary Berman & Evans, Retail Management a Strategic Approach , Pearson Education. 2015
4. Legal Aspects of Business —Akhileshwar Pathak- The McGraw Hill Companies
5. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.

## **II Year III Semester**

**Paper Code – MB 301**

**Course: OPERATIONS MANAGEMENT**

**Course Objective:** The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems. Further a thorough understanding of quality in materials management, manufacturing and services is emphasized.

### **Unit - I: Introduction**

Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining , Welding , shearing Extrusion , heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy.

Process design – Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface of Product Life Cycle &

Process Life Cycle.

### **Unit – II: Long – range capacity Planning:**

Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout.

**Aggregate Planning:** Aggregate Demand, criteria for selecting Aggregate Plans , Aggregate Plans for Service & mathematical Models for Aggregate Planning.

**Master Production Scheduling:** Objective, Procedure and Time frame.

**Sequencing of Operations:** n-Jobs with one, two and three facilities.

**Maintenance Management:** Repair Programmes, Break down, Preventive and Corrective maintenance. Maintenance issues in service organizations.

### **Unit - III: Work Study & Service Management:**

(a) Work study : Definition and its advantages and the various components. Techniques of methods analysis and work measurement

(b) Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product

Scheduling challenges in Various service Operations, Value creation through service.

Service quality , Culture and innovation

### **Unit - IV: Materials Management:**

Need and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation and rating of Vendors . Methods of vendor rating. Value Analysis : the concept and its role in cost reduction.

### **Unit - V: Stores Management:**

Inventory decision: Need ,functions and Significance of Inventory, Safety Stock . Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory : Fixed order quantity systems and fixed period quantity systems

Stores Management: Functions of Stores and Materials control. Classification, Codification , Simplification and Standardization of materials . Bin Card, Double-Bin and stores Ledger. Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.

### **Suggested Readings:**

1. Norman Gaither & Greg Frazier, Operation Management 9<sup>th</sup> edition, Cengage Learning..
2. Stevenson J. William, "Operations Management", 2009, 9<sup>th</sup> Ed. Tata McGraw-Hill.
3. Amol Gore and Robert Panizzolo, Operation Management
4. R. Panneerselvam, Production and Operation Management 3<sup>rd</sup> edition, PHI
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1<sup>st</sup> Ed. Cambridge press.
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", 2007, 3<sup>rd</sup> Ed. Oxford University Press.

8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. S.N. Chary Production & Operation Management.
10. N.G. Nair, Production and Operation Management , 2<sup>nd</sup> edition, Tata-McGraw – Hill Publishing Company Ltd.

**Paper Code – MB 302**  
**Course: E – BUSINESS**

**Course Objective:** To provide an understanding of e-business applications in today's organizations and evolutionary nature of business with the change of technology like mobile commerce and its relevance for business.

**Unit I: Introduction**

E-Business and Global Economy, E-Business –Advantages & Disadvantages, E-Business Value Chains, E-Business Models- B2B, B2G, C2C, C2G.

E-Business Infrastructure-Internet, Intranet, Extranet and WWW- Online Payment Basics –E-Cash, E-Wallets, Stored Value Cards.

**Unit II: E-Business Environment & e-Marketing**

Legal, Ethical & Taxation Issues – Legal Environment of E-Business, Use and Protection of Intellectual Property Rights in Online Business-Online Crime, Ethical issues, Taxation Issues.

e-Marketing- Web Marketing Strategies, Communicating with different Marketing Segments, Advertising on Web - E-Mail Marketing, Creating and Maintaining Brands, Search Engine Positioning and Domain Names.

**Unit III: Mobile Commerce Basics**

Introduction to mobile commerce- Scope, Benefits, limitations of mobile commerce, M-Commerce frame work, M-Commerce Business Models, E-Commerce vs M-Commerce, Mobile commerce services – Types of M-Commerce Services, Mobile commerce applications.

**Unit IV: Mobile Commerce Technology**

Wireless and Mobile Communication –Wireless Communication, Satellite Communication Mobile Communication Systems, Mobile Phone Cellular Network, Mobile Access Technology– Mobile Communication Standards, 1G, 2G, 3G, 4G and 5G systems.

Key Players- Mobile Devices, Mobile Service Providers – Mobile Commerce Service Providers,

**Unit V: Mobile Commerce Applications**

Mobile Products- **Mobile Banking**- M-Banking Business Models, M-Banking Technologies, M-Banking Services, Advantages & Challenges. **Mobile Ticketing** -Process, Applications, Advantages, Apps, M-Ticket Providers. **Mobile Payment Systems** –Characteristics, Models, Privacy & Security Issues, M-Payment Service Providers. **Mobile Computing** –Nomadic or Ubiquitous, Business Applications of Mobile Computing, **Mobile Value Added Services, Privacy, Security & Legal Issues relating to M-Commerce.**

## **Suggested Readings:**

1. **Creating a Winning E-Business-** H. Albert Napier, Ollie Rivers, Stuart Wagner, JB Napier- Cengage Learning- Second Edition.
2. **E-Commerce, Strategy, Technology and Implementation-** Gary P. Schneider- Cengage Learning – Second Edition.
3. **Mobile Commerce-** Karabi Bandyopadhyay – PHI-EEE.
4. **Electronic Commerce from Vision to Fulfillment** – Elias M. Awad –Pearson Education- Low Price Edition – Third Edition.
5. **E-Marketing** – Judy Strauss, Adel El Ansary, Raymond Frost- Pearson Education- Low Price Edition.

## **Paper Code – MB 303**

### **Course: OPERATIONS RESEARCH**

**Course Objective:** The objective of the course is to give an overview of different Optimization Techniques useful for problem solving and decision making.

#### **Unit – I: Introduction**

- i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
- ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems).
- iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

#### **Unit – II: Allocation Model - I**

- i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
- ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
- iii. Sensitivity analysis and its implications.

#### **Unit – III: Allocation Model - II**

- i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
- ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
- iii. Travelling salesman problem, Managerial applications of AP and TSP.

#### **Unit – IV: Network Models**

- i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.



- ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

### **Unit – V: Waiting Line / Competitive Strategy Models**

- i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models -Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.
- ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for (m x 2) and (2 x n) games.
- iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

### **Suggested Readings:**

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4<sup>th</sup> Ed. TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4<sup>th</sup> Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1<sup>st</sup> Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9<sup>th</sup> Ed. Pearson.
6. Pannerselvam, R, "Operations Research", 2006, 3<sup>rd</sup> Ed. PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1<sup>st</sup> Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2<sup>nd</sup> Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts and Cases", 2010, 8<sup>th</sup> Ed. TMH.
10. Prem Kumar Gupta & others, "Operations Research", 2010, S. Chand.

### **Paper Code – MB 304 –1 Discipline Specific Elective - I**

#### **1: FINANCIAL RISK MANAGEMENT (FINANCE)**

**Course Objective:** This course aims to equip the students with adequate knowledge and Skill to understand and manage the risk and uncertainties to which financial institutions are exposed to. A Clear understanding of the concerned risks and the tools and techniques to manage them is stressed.

#### **Unit – I: Introduction**

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

#### **Unit – II: Measurement and Management of Risk:**

Value at risk (VaR): The concept, computation, stresses testing, back testing.

Cash flow at risk (CaR): VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR

Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

### **Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts**

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.

### **Unit – IV: Techniques and Tools of Risk Management: SWAPS** Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

### **Unit – V: Techniques and Tools of Risk Management: Options**

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binomial option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

### **Suggested Readings:**

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.

2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 2010, Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2009, 2<sup>nd</sup> Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 7<sup>th</sup> Ed, Pearson Education.
7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7<sup>th</sup> Ed, Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
10. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
11. Don M.Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", 2002, Cambridge press.

**Paper Code – MB 304 –2 Discipline Specific Elective - I  
2: PRODUCT AND BRAND MANAGEMENT (MARKETING)**

**Course Objective:** To provide an understanding of Different types of Product Decisions, Product Markets, and Product Development and testing.

**Unit - I: Product and Branding Decisions:**

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion.

Brand management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

**Unit - II: Product Market Evolution:**

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process.

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis.

**Unit - III: Product Modification and New Product Introduction:**

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. IdeaScreening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

**Unit - IV: Market Segmentation:**

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts.

Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process- Demand Analysis–First Purchase and repeat purchase, trial and repeat models.

## **Unit - V: Product Development and Testing :**

Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual Budget and strategy. PLANOPT Model & MARMIX Model. Organization for product Management.

### **Suggested Readings:**

1. Pessemier Edgar, "Product Management", 1982, John Wiley & Sons.
2. Japan K. Panda, Product and Brand Management. I edition Oxford.
3. Kirti Datta Brand Management Principles and Practices Oxford Publication
4. Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
5. U C Mathur, "Product and Brand management", 2009, Excel Books New Delhi.
6. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
7. Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3<sup>rd</sup> Edition.
8. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
9. Bently, Davis & Ginsbury, "Trade Markets and Brands", 2008, Cambridge University Press
10. Chunnawala, "Compendium of Brand Management", 2008, HPH.
11. Richard Elliott, "Strategic Brand management", 2007, Oxford press.
12. Helen Edwards, "Creating Passion brands", 2009, Kogan Page Publishers.
13. Wind Yoram, "Product Policy", 1982, Addison and Wesley.

## **Paper Code – MB 304 –3 Discipline Specific Elective - I 3: COMPENSATION MANAGEMENT (HUMAN RESOURCES)**

**Course Objective:** To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.

### **UNIT - I: Introduction to Strategic Compensation Management:**

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.

### **UNIT – II: Compensation and Employee Behaviour:**

Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

### **UNIT – III: Designing Compensation System:**

Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys– Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

### **UNIT – IV: Employee Benefits Management:**

Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

#### **UNIT – V: Contemporary Strategic Compensation Challenges:**

International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

#### **Suggested Readings:**

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed. 9<sup>th</sup> Ed.
2. Joseph J.Martocchio, "Strategic Compensation", 2006, Pearson Ed Richard I 3<sup>rd</sup> Ed.
3. Milkovich & Newman, "Compensation", 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
5. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.

### **Paper Code – MB 304 –4 Discipline Specific Elective - I 4: DECISION SUPPORT SYSTEMS (SYSTEMS)**

**Course Objective:** To Provide an understanding about computerized Information Support System for Decision Making in Organization.

#### **Unit I: Introduction**

Evolution of DSS- Definition of DSS – Need and benefits of DSS. Decision Making Process- Types of Decisions, A framework For DSS Support- DSS as Information System- Types of DSS – Individual, Group.

#### **Unit II: Development and Implementation of DSS and Models in DSS:**

DSS Architecture- Hardware, Software Tools for DSS- Approaches to Development – Implementation, Models in DSS – Types of Models.

#### **Unit III: Group DSS and Groupware:**

Group Decision Making - problems with groups- MDM Support Technologies-Distributed Group DSS- Distributed DSS Technologies- Executive Information Systems-definition-EIS Components – Making the EIS work – The Future of Executive Decision Making and The EIS.

#### **Unit IV: Artificial Intelligence (AI) and Expert System (ES):**

Definition of Artificial Intelligence – Artificial Intelligence vs. Natural Intelligence- The Intelligence of AI- Expert Systems- Definition, Structure of ES- Designing and Building ES- Benefits of ES – Examples of ES- Intelligent Software Agents.

### **Unit V: Data Ware Housing and Data Mining:**

Data Ware house – Definition- Data Marts, Data Stores, Meta Data – Characteristics of Data Ware House – Data Warehouse Architecture- Implementing Data Warehouse. Data Mining- Definition- Online Transaction Processing Techniques use to Mine Data, Data Mining Techniques-Limitations of Data Mining- Data Visualization.

### **Suggested Readings:**

1. Efram G. Mallach, "Decision Support and Data Warehouse Systems", Tata McGraw Hill Edition.
2. George M. Marakas, "Decision Support Systems" In the 21<sup>st</sup> Century, PHI, EEE, Second Edition.
3. Simon French, John Maule and Nadia Papamichail, "Decision Behaviour, Analysis and Support", 1<sup>st</sup> edition, 2009, Cambridge press.
4. Efraim Turban, Jay E. Aronson, Teng-Peng Liang, Ramesh Sharda, "Decision Support and Business Intelligence", Eighth Edition, Pearson LPE.
5. Efraim Turban, "Decision Support and Expert System", MSS, PHI.

### **Paper Code – MB 305 –1 Discipline Specific Elective - II 1: International Finance (FINANCE)**

**Course Objective:** To Provide a detailed analysis of International Financial System and International taxation.

**Unit - I: International Financial System:** Evolution of international financial system–gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions–IMF, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

**Unit - II: Foreign Exchange Market :** Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives– forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report

**Unit – III: Exchange Rate Determination & Risk Management:** Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises- Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non financial methods of hedging.

**Unit-III: Multinational Corporate Decisions in Global Markets:** Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias

**Unit - V: International Tax Environment:** Types of taxation–income tax, withholding tax, value added tax, Tobin tax; tax environment– worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organisation Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, reinvoicing centre, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning – TP methods, TP rules in India

**Suggested REadings:**

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, "International Finance", 2011, 2nd Ed. Orient Blackswan.
4. Hendrik Van den Berg, "International Finance and Open Economy Macro Economics", 2009, 1st Ed. Cambridge.
5. Sharan V., "International Financial Management", 2009, 5th Ed. PHI, EEE.
6. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
7. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
8. "Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", 2010, 3rd Ed. Excel Books.
10. Jain, Peyrard and Yadav" International Financial Management," Trinity Press, 2010.

**Paper Code – MB 305 –2 Discipline Specific Elective - II**

**2: PROMOTION AND DISTRIBUTION MANAGEMENT (MARKETING)**

**Course Objective:** To provide an understanding about the relevance of marketing communication, promotion activities and management of distribution networks.

**Unit-I: Marketing Communications:**

The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

**Unit – II: Developing Integrated Marketing Communications:**

Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

**Unit – III: 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 – IV: Sales Promotion and Support media:**

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.

#### **Unit – V: Distribution Management:**

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.

#### **Suggested Readings:**

1. Shimp "Advertising and Promotion", 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani "Advertising and Promotion", 2010, Tata McGraw Hills, 7<sup>th</sup> Ed.
3. Shah & D'souza "Advertising & Promotion", 2010, Tata McGraw Hills.
4. Iane, King & Russel "Advertising Procedure" 6/c Pearson Publishers.
5. S.A. Chunnawalla, K.C.Sethia "Advertising", 2010, HPH.
6. SHH Kazmi & Satish Batra "Advertising & Sales Promotion", 2009, Excel Publishers.
7. Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2<sup>nd</sup> Ed.
8. Krishna K. Havaladar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.
9. Roddy Mullion "Sales Promotion", 2010, Kogan Parge Publishers.
10. Panda & Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.
11. Ogvinn, Allen & Semenik "Advertising Management", 2010, Cengage Learning.
12. David Aker Advertisement Management
13. Tony Carter "Sales Force Management", 2008, Jaico Publishers.
14. Rositer & Percy, "Ad-Management & Integrated Marketing Communication", 2006, Tata McGraw Hills.

#### **Paper Code – MB 305 –3 Discipline Specific Elective - II 3: ORGANIZATION DEVELOPMENT (HUMAN RESOURCES)**

**Course Objective :** To Create a mind set of planned changed, Techno -structural and strategic interventions for Development of Organization through organizational Transformation.

#### **Unit – I: General Introduction to OD:**

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

#### **Unit - II: Foundations of OD:**

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke–Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and



Team work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

### **Unit—III: Managing the OD Process:**

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant–Client Relationship.

### **Unit—IV: Human Process Interventions:**

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.

Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

### **Unit—V: Techno-Structural and Strategic Interventions:**

Techno-structural interventions: Structural Design-(i) Restructuring organization-DownsizingReengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

### **Suggested Readings:**

1. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8<sup>th</sup> Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
4. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development", 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books.

## **Paper Code – MB 305 –4 Discipline Specific Elective - II 4: BUSINESS ANALYTICS (SYSTEMS)**

**Course Objective:** The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

## **Unit I: Introduction to Business Analytics**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

## **Unit II: Descriptive Analytics**

Over view of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

## **Unit III: Predictive Analytics**

Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

## **Unit IV: Prescriptive Analytics**

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.

## **Unit V: Programming Using R.**

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

### **Suggested Readings:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- **Essentials of Business Analytics**, Cengage Learning.
2. James Evans, **Business Analytics**, Pearson, Second Edition, 2017.
3. Albright Winston, **Business Analytics- Data Analysis-Data Analysis and Decision Making**, Cengage Learning, Reprint 2016.
4. Sahil Raj, **Business Analytics**, Cengage Learning.

### **Paper Code – MB 306 – Interdisciplinary Courses MANAGEMENT THEORY AND PRACTICE**

**Course Objective:** The objective of this course is to provide an understanding of Basic Concepts of Management.

#### **Unit – I: Origin of management:**

Definition, Functions and Levels of Management. Evolution of Management Theory – Scientific Management – F. W. Taylor, Principles approaches: Behavioral approach, Contingency approach and Contemporary approach.

#### **Unit – II: Nature of Management:**

Management Process – Planning, Organizing, Staffing, Directing, Coordinating and Controlling. Decision Making: Decision making process, Different types of decisions and Barriers to effective Decision making.

### **Unit – III: Organizational process and Concepts:**

Organizational structures: Types of Organizational structures, Concepts of Authority, Responsibility, and Accountability. Delegation and Centralization: Decentralization and Recentralization. Concepts of Line and Staff management Span of Management.

### **Unit – IV: Organizational Behavior:**

Foundations of Organizational Behavior. Motivation: Basic motivational Theories, Maslow's Hierarchy of Needs, Herzberg's Two – Factor theory and theory of ERG Needs. Leadership: Meaning, definition and theories of Leadership. Traits Theory, managerial Grid, and Transformational Leadership.

### **Unit – V: Communication process and Methods:**

Definition of Communication. Forms of Communication, Methods of Communication, Barriers to Effective Communication and Interpersonal Communication. Group Dynamics: The nature of groups, Kinds of Groups, Functional Groups, Task Force, Group Cohesiveness. Role of Groups in Organizations.

### **Suggested Books:**

1. Herald Koontz and Heinz Weihrich, "Essentials of Management", 2007, Tata McGraw Hill.
2. Fred Luthans, "Organization Behaviour", 2006, Tata McGraw Hill.
3. L.M. Prasad, "Principles of Management and Practices", 2006, S Chand Publishing House, New Delhi.
4. Curtice W. Cook and Philip, "Management and Organization Behaviour", 2006, Tata McGraw Hill.
5. K. Aswathappa, G. Sudarshan Reddy, "Management and Organization Behaviour", 2008, Himalaya Publishing House.

### **Paper Code – MB 306**

### **Course: INNOVATION MANAGEMENT**

**Course Objective:** The objective of the course is to provide an overview of basic concepts related to R&D, Innovation and Innovation Management in an Organization.

### **Unit I: Introduction to Management of Research and Development**

Introduction about R&D, Traditional view of R&D, R&D Management and the industrial context, R&D investment and company success, Classifying R&D, Operations that make up R&D, Integration of R&D, Strategic pressures on R&D, Technology Leverage and R&D strategies,

### **Unit II: Managing R & D Projects**

Allocation of Funds to R&D projects, Setting R & D budgets, levels of Expenditure. Changing nature of R&D management, organizing Industrial R &D, Acquisition of external technology, Forms of External R&D.

### **Unit III: Effective Research & Development Management**

Managing scientific freedom, Link with product innovation process, effect of R&D investment on products, Evaluating R&D progress, evaluation criteria.

### **Unit IV: Innovation Management**

Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation a Management process.

### **Unit V: Managing Innovation within Organizations**

Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation.

### **Suggested Books**

1. **Paul Trott**, Innovation Management and New Product Development, Pearson, 4<sup>th</sup> Edition.
2. **Shlome Mittal, D.V.R. Seshadri**, Innovation Management: Strategies, Concepts and tools for growth and profit, Sage Publications.
3. **V.K. Narayanan**, Managing Technology and Innovation for Competitive Advantage, Pearson Education, Paper Back.
4. **William L. Miller & Langdon Morris**, Fourth Generation R&D, Managing Knowledge, Technology and Innovation, Wiley India Edition.
5. **V.K Narayana, Gina Colarelli**, Encyclopedia of Technology and innovation Management, John Wiley & Sons Publication.

## **II Year IV Semester**

**Paper Code – MB 401**

**Course: STRATEGIC MANAGEMENT**

**Course Objective:** The purpose of the course is to make the students learn about strategic environment and decision making to impart case based for make students know the real-time decision making

### **Unit: I Introduction to Strategic Management**

Strategic Management, Definition, process, Tasks of Strategic Management, Factors shaping strategy, Developing strategic Vision. Mission, Objectives. Crafting and Executing strategy. Concept of Strategic Intent, A model of strategy and Elements, Developing Strategic Model, Strategy Positioning, Choices- Strategy in action.

### **Unit: II Environmental Analysis for Strategy**

Strategic Position; Evaluating a company's External and Internal Environmental analysis for creating strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Industry analysis; BCG, GE and Add Little models for understanding Industry, Key Drivers for a Change ; SWOT analysis, Porter's Diamond Model, Value chain analysis, Core competencies- Cost Efficiency, , Capability building and Management

### **Unit: III Strategy Formulation and Sustenance**

Strategy Formulation; Business-Level strategy- Creating and Sustaining Competitive advantages; Generic strategies, Choice based strategies, Industry Life Cycle, Stages, Emerging Industry, Maturing Industry, Stagnant industry, Fragmented Industry, Competitive analysis; Tailoring Strategy to fit specific industry, Strategy for Leaders, Runner-Up firms, weak and crisis Business

### **Unit: IV Alternative Strategy Development**

Strategy Alternatives; Corporate Level international Strategy; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Unbundling, Using Offensive and defensive strategies. Outsourcing Strategies, Activities, Benefits, growth and Drivers of outsourcing. Market diversification, merger, acquisition strategies, Strategic Alliances.

### **Unit: V Strategy Implementation and Corporate Ethics**

Strategy Implementation: Strategies Evaluation and Control, Corporate Governance, Good corporate Citizenship, Environmental Change- Attaining Behavioural Control, Instilling Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

### **Suggested Books:**

1. Arthur A Thompson Jr, Strickland "Strategic Management- Concepts and Cases" TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.

2. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring corporate Strategy" 2009, Pearson Ed Ltd, United Kingdom, 2<sup>nd</sup> Edition.
3. Michael Hitt, Ireland, Hoskinson, "Strategic Management" 2010, Cengage Learning, New Delhi
4. Fred R. David, "Strategic Management" 2008, 12<sup>th</sup> Edition, PHI Learning Limited, New Delhi.
5. Garth Saloner, Andrea Shepard, Joel Podolny, "Strategic Management" 2001, International Edition John Willy Publication, New York.
6. Michael Porter, "Competitive Strategy" 2005 Reprint, Free Press, London.
7. UpendrraKachru, "Strategic Management- Concepts and cases" 2005, EXCEL BOOKS, New Delhi.
8. R.M.Srivastava, "Management Policy and Strategic Management- Concepts, Skills and Practices" 2014 Revised edition, H P H , Hyderabad.

**Paper Code – MB 402**

**Course: Business Intelligence**

**Unit I Introduction to Business Intelligence (BI)**

Definition, History and Evolution, Styles of Business Intelligence, Benefits if Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business Intelligence.

**Unit II Data Warehousing and Data Mining**

- a) Date Ware housing(DwH): - Definition, Characteristic, types, Date ware housing frame work, DwH 3 tier architecture, Alternative Architectures, Data ware housing Integration, Data ware housing- Development Approaches, Real time Data ware housing.
- b) Data Mining :- Definition, Characteristic, Benefits, Date Mining Functions, Data Mining Applications, Data Mining techniques and tools. Text Mining, Web Mining.

**Unit III Business Performance Measurement (BPM)**

Definition, BPM vs BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dash boards.

**Unit IV Business Analytics and Data Visualization**

- a) Business Analytics - Definitions, Tools and techniques of BA, Advanced Business Analytics Business Analytics and Web, Usage, Benefits and Success of Business Analytics.
- b) Data Visualization: Definition, New Direction in Data Visualization, GIS, GIS vs GPS

**Unit V Business Intelligence Implementation**

- a) Implementing Business Intelligence – Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation. Business Intelligence and Integration Implementation – Types, Need, Level of Business Intelligence Integration.
- b) Emerging trends in Business Intelligence Implementation- Social Net works and Business

Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.

**References:-**

1. Business Intelligence – A Managerial Approach – by Turban, Sharada, Delen, King - Pearson – Second Edition - 2014
2. Decision Support and Business Intelligence Systems – Turban, Aaronson, Liang, Sharada – Pearson, latest Edition
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition.

**Paper Code – MB 403**

**Course: Supply Chain Management**

**Course Objective:** The Course is aimed at understanding the role of supply chain in enhancing organizational efficiency and delivering customer value. The various drivers of a successful supply chain strategy and structure are also addressed in the programme.

**Unit - I: Introduction to supply chain Management**

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.

**Unit - II: Supply Chain Structure and Inventory in SC**

Logistics Management, Intergrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and strategy, Reverse Logistics. Inventory management and its role in customer service.

**Unit - III: Role of Transportation in Supply Chain**

Transportation in Supply Chain, Transportation formats, and factors influencing their choice, Multi Modal transport, Warehousing – Types of warehouses, Warehousing operations, Warehouse Management Systems. Third Party warehousing, Role and Importance of handling systems.

**Unit - IV: Information Technology in SCM**

Information and Communication Technology in SCM, Role of IT in SCM. Current IT trends in SCM, RFID, Bar coding . Retail SCM – problems and prospects, Role of Packaging

**Unit - V: Key Operation Aspects in Supply Cahin**

Supply chain Network Design, Distribution network in Supply Chains, Channel design,

Factors influence design, role and importance of Distributors in SCM, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers, Customers and employees, linkage between HRM and SCM.

**Suggested Books:**

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1<sup>st</sup> Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1<sup>st</sup> Ed.
5. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
6. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1<sup>st</sup> Ed.
8. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1<sup>st</sup> ed, 2009, Cambridge.
10. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1<sup>st</sup> Ed.
11. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1<sup>st</sup> Ed.
12. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.
13. Stadtler, H & Kilger, C, "Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies", 2002, Springer, 2<sup>nd</sup> Ed.
14. Mentzer, Joha, T, "Supply Chain Management", 2005 Response.
15. Gattorna, JL & Walters, DW, "Managing the Supply Chain", 2004, Palgrov.

**Paper Code – MB 404 – 1 Discipline Specific Elective -III  
1: INVESTMENT MANAGEMENT (FINANCE)**

**Course Objectives:**

- 1) To explain the basic concepts of risk and return
- 2) To explain the various methods of analysis
- 3) To understand the features and valuation of debt and equity instruments
- 4) To explain the concept of portfolio and the various portfolio theories
- 5) To describe portfolio evaluation methods

**Unit – I: Investments:**

Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

**Unit – II: Fixed Income Securities - Analysis, Valuation and Management:**

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing



Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

**Unit – III: Common Stocks - Analysis and Valuation:**

Basic Features of Common Stock, Approaches to valuation–Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

**Unit – IV: Portfolio Theory:**

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

**Unit – V: Portfolio Evaluation:**

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

**Suggested Books:**

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3<sup>rd</sup> Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8<sup>th</sup> Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3<sup>rd</sup> Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9<sup>th</sup> Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9<sup>th</sup> Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
9. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
10. Preeti Singh, Investment Management, 2010, HPH, 17<sup>th</sup> Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
12. S. Chand "Investment Management: Security Analysis & Portfolio Management".
13. S. Kevin, "Analysis and Portfolio Management", PHI.
14. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
16. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill.
17. Jack Clark Francis, "Investment", TMH, New Delhi.

**Paper Code – MB 404 – 2 Discipline Specific Elective -III**  
**2 : CONSUMER BEHAVIOUR (MARKETING)**

**Course Objective:**

To understand the depth concept & theories of Consumer buying Behaviour

To Focus on Learning theories

To Know the impact of culture on Consumer Behaviour To Highlights models of Consumer Behaviour

**Unit – I: Introduction to Consumer Behaviour**

Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

**Unit – II: Theories of Consumer Behaviour**

Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Splitbrain Theory.

**Unit – III: Impact of Culture on Consumer Behaviour**

Social and cultural settings: Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Life Style Influences.

**Unit – IV: Consumer Behaviour Decision**

Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

**Unit – V: Models of Consumer Behaviour**

Models of Consumer Behaviour: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

**Suggested Books:**

1. Schiffman and Kannik, "Consumer Behavior", 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
3. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
4. Dinesh Kumar Consumer Behavior Consumer Behaviour, 2014, oxford University Press
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

**Paper Code – MB 404 – 3 Discipline Specific Elective -III**  
**3 : PERFORMANCE MANAGEMENT (HUMAN RESOURCE)**

**Course Objective:** The Main objective of the course is to offer an understanding of Various approaches to measure performance and facilitates studying different methods of performance appraisal. The course also provide knowledge of the processes performance bench – making and frameworks of Competencies and gives understanding of various performance metrics and models.

**Unit – I: Introduction:**

Definition, concerns and scope of PM. Performance Appraisals. Determinants of job performance.

Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs- Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

**Unit – II: Performance Appraisal:**

Assessment center-psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

**Unit – III: Performance Bench marking:**

Human information processing and performance loop, performance shaping factors–Yerkes–Dodson’s Law-Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

**Unit – IV: Competency mapping and Pay Plans:**

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model-Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

**Unit – V: Performance Metrics and Models:**

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance.

**Suggested Books:**

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
6. A.M. Sarma, "Performance Management systems", 2010, HPH.

7. B.D. Singh, "Performance Management systems", 2010, Excel books.
8. S. N. Bagchi, "Performance Management", 2010, Cengage.
9. M Armstrong, "Performance Management & Development", 2010, Jaico.
10. Prem Chadha, "Performance Management", 2009, Macmillan.
11. Joe Willmore, "Performance Basics", 2004, ASTD Press.

**Paper Code – MB 404 – 4 Discipline Specific Elective -III**  
**4 : Database Management Systems (SYSTEM)**

**Course Objective:** The objective of this course is to provide an overview of Database Concepts, different type of databases and use of oracle to implement Database Concepts.

**Unit – I: Database Concepts and Modeling:**

Introduction - data, database, DBMS, Database users and administrators, history of database systems, Overview of Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases. Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, ER Schema to tables.

**Unit – II: Relational Languages and Relational Database:**

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd's rules. Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL, Advantages and limitations of RDBMS

**Unit – III: Transaction Processing:**

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

**Unit – IV: Distributed and Special Database:**

Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web, OLAP

**Unit – V: ORACLE:**

Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus, Approach and Advantages –Exception Handling – Procedures - Functions- Packages - Triggers.

**Suggested Books:**

1. Lee Chao, "Database Development and Management", 2016, Special Indian Ed. Auerbach Publications.
2. Abraham Shifershatz, Henry F. Korth & S Sudershan- "Data Base System Concepts", McGraw Hill.2015
3. Rob & Coronel, "Database Systems", Thomson. 2015
4. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall- 2015

5. Narayan S. Umanath & Richard W. Scamwell, "Data Modeling and Data Base Design", Thomson – India Edition. 2014
6. Lemme & Colby, "Implementing and Managing Oracle Databases", Prentice Hall.2014
7. Hansen & Hansen, "Database Management & Design", Prentice Hall. 2014

### **RDBMS – LAB Oracle – Practical Syllabus**

1. Creating Tables & Applying All Constraints
2. Inserting Data into Tables
3. Updating Tables
4. Alias Table
5. Deleting Data From Table
6. Drop Table
7. Working with All SQL Queries using functions  
(Number, string functions etc.)
8. Working with sub queries
9. Working with Joins
10. Creating Views
11. Creating Objects  
(i.e. Cluster, Synonyms, Indexes etc.)
12. Writing PL/SQL programs
13. Creation of Cursors
14. Creation of Functions.
15. Creation of Procedures.
16. Creation of Triggers
17. Generation of SQL report
18. Creating forms and working with different objects. 19. Graphics 20. Reports.

### **Paper Code – MB 405 – 1 Discipline Specific Elective -IV 1: BANKING AND INSURANCE (FINANCE)**

#### **Course Objectives:**

- 1) To provide an overview of the structure of banking and insurance business in India.
- 2) To describe the products and services in Banking and Insurance
- 3) To highlight the regulatory changes and innovations in the Banking and Insurance sectors.
- 4) To prepare students for career opportunities in banking and insurance

**Unit – I: Introduction to Banking:** Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India– nationalization, banking reforms; financial intermediation by banks; Role of commercial banking and economic development, RBI, Banker-Customer relationship, Functions of a Bank, Banking Sector and organization of Banks; Different types of accounts, Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements

**Unit –II: Uses of Bank Funds:** Features of Bank Credit, Different types of accounts, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs, Priority sector lending.

**Unit – III: Regulation and Innovations in Banking System:** Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I,II and III; Banking Innovations:-Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Banking, M Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks – Clearing and Gateways.

**Unit – IV: Introduction to Insurance:** Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA.

**Unit – V: Life Insurance and General Insurance:** The concept of Life Insurance, Life Insurance Products- Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channelMarketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and crop

#### **Suggested Books:**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9th Edition
7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
8. Risk Management & Insurance, S. Arunajatesan, T.R. Viswanathan, MacMillan 2009
9. Introduction to Risk Management & Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited-2007, 8th Edition.
10. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16<sup>th</sup> Edition

**Paper Code – MB 405 – 2 Discipline Specific Elective -IV**  
**2 : Services and Global Marketing (MKT)**

**Course Objective:**

To Study the concepts of Services Marketing

To know the Services Marketing Mix

To Learn Strategies for Marketing To focus on Global Marketing

**Unit – I: Service:**

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.

**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.

**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: Introduction to Global Marketing**

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing–Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment.

**Unit – V: International Brands and International Products**

Identifying Global customer needs–Satisfying Global Customers–Coordinating Marketing Activities–Global Product Planning–Product Objectives–New Products in Global Marketing–Distinction between Global Marketing and Indian Marketing .

**Suggested Books:**

1. Govind APTC Services MKT., Oxford Lee & Carter, Global Marketing, Oxford
2. Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5<sup>th</sup> Ed, Pearson Ed.
3. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
4. Francis Cherunilam, "International Marketing", 2008, HPH, Mumbai, 11<sup>th</sup> Ed.
5. Sreeramulu & Neelakantam, International Marketing, Paramount Publications, 2013
6. Dr. Gajendra Sharma, "International Marketing, Test and Cases", Excel Books, New Delhi.
7. Kate, Jean Pierre, H. David, "International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
8. Svend Hollensen & Madhumita Banerjee, "Global Marketing", 2010, 4<sup>th</sup> Ed. Pearson Publications.
9. Onkavisit, "International Marketing", 2008, 5<sup>th</sup> Ed. Routledge Publications.
10. C. Bhattacharjee, "Services Marketing, Concepts and Planning", 2010, Excel Books, New Delhi.

11. Philip R Careora, John L Graham, Prashant Salwan, "International Marketing", Tata McGraw Hill Pvt. Ltd. New Delhi.
12. S.M.JHA, "Services Marketing", 2009, HPH, Mumbai.
13. P. K. Vasudeva "International Marketing", 4<sup>th</sup> Ed Excel Books, New Delhi.
14. Vinnie Jauhari, Kirti Dutta, "Services", Oxford University Press, New Delhi.

**Paper Code – MB 405 – 3 Discipline Specific Elective -IV  
3: Talent and Knowledge Management (HR)**

**Course Objective:** The main objective of the course is to offer knowledge on various approaches to talent and knowledge management in business organizations. The course also facilitate discussion on a variety of institutional strategies and models for dealing with talent and knowledge management.

**Unit – I:**

Meaning and importance of talent management. Designing and building a talent reservoir– Segmenting the Talent Reservoir. Talent Management Grid. Creating a talent management system.

Institutional strategies for dealing with talent management.

**Unit – II:**

Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy.

Role of leaders in talent management.

**Unit – III:**

The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

**Unit – IV:**

Knowledge management framework of Hansen–Earl’s seven schools of knowledge management– Alvesson and Karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

**Unit – V:**

Organizational impacts of knowledge management-on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

**Suggested Books:**

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, "Talent Management", ASTD Press.
3. Sajjad M Jasmuddin, "Knowledge Management", 1<sup>st</sup> ed, 2009, Cambridge.



4. Stuart Barnes, "Knowledge Management Systems", Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", 2009, Pearson Education Inc.
6. Donald Hislop, "Knowledge management in Organizations", 2009, Oxford University Press, Second edition.
7. Sudhir Warier, "Knowledge Management", Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, "The Essential Guide to Managing", Viva Books.
9. Stuart Barnes(Ed) "Knowledge Management Systems". Cengage Learning.

**Paper Code – MB 405 – 4 Discipline Specific Elective -IV**  
**4. Software Project Management (SYS)**

**Course Objective:** To Provide an overview & importance of application of project management tools and techniques to software projects.

**Unit I: Introduction to Software Project Management**

Project definition, Importance of software project management, software project versus other types, activities covered by software project management, categorizing software products, overview of project planning, step wise project planning

**Unit II: Project Evaluation and cost estimation**

Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation.– Basics of Software estimation  
 – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II-a Parametric Productivity Model - Staffing Pattern.

**Unit III: Activity Planning**

Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Forward Pass & Backward Pass techniques – Critical path (CRM) method– Risk identification – Assessment – Monitoring – PERT technique – Monte Carlo simulation, Resource Allocation – Creation of critical patterns – Cost schedules.

**Unit IV: Project Management and Control**

Framework for Management and control – Collection of data, Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software Configuration Management – Managing contracts – Contract Management.

**Unit V: Staffing In Software Projects**

Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-Hackman job characteristic model – Ethical and Programmed concerns – Working in teams –Decision making – Team structures – Virtual teams – Communications genres – Communicationplans.

**Suggested Books:**

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2012
2. Robert K. Wysocki “Effective Software Project Management” – Wiley Publication,2011.
3. Walker Royce: “Software Project Management”- Addison-Wesley, 1998.
4. Gopalswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India),Fourteenth Reprint 2013.
5. Jalote, “Software Project Management in Practice”, Pearson Education, 2002.