

CHAITANYA

(Deemed to be University)

MBA

LOCF Syllabi

(Wef 2021-2022)

Semester - I						
Paper Code	Title of the Paper	HPW	Credits	Internal	External	Total
	Management and Organization Theory	4	4	30	70	100
	Business Environment	4	4	30	70	100
	Managerial Economics	4	4	30	70	100
	Accounting for Managers	4	4	30	70	100
	Statistics for Managers	4	4	30	70	100
	Creativity and Innovation	4	4	30	70	100
	Data Base Management Systems	4	4	30	70	100
	DBMS -Lab	3	2	15	35	50
	Seminar/ Power point Presentation	3	2	15	35	50
	Total	34	32	240	560	800

Semester - II						
Paper Code	Title of the Paper	HPW	Credits	Internal	External	Total
	Financial Management	4	4	30	70	100
	Management Accounting	4	4	30	70	100
	Operations Research	4	4	30	70	100
	Business Research Methods	4	4	30	70	100
	Human Resources Management	4	4	30	70	100
	Marketing Management	4	4	30	70	100
	Organizational Behaviour	4	4	30	70	100
	Seminar/ Power point Presentation	3	2	15	35	50
	Total	31	30	225	525	750

Semester - III						
Paper Code	Title of the Paper	HPW	Credits	Internal	External	Total
	Operations Management	4	4	30	70	100
	Strategic Management	4	4	30	70	100
	E Commerce	4	4	30	70	100
	E Commerce- Lab	3	2	15	35	50
	Open elective or SEC	3	2	15	35	50
	Business Plan	3	2	15	35	50
*Electives						
Finance	Security Analysis and Portfolio Management (Major)	4	4	30	70	100
	Management of Futures and Options (Major)	4	4	30	70	100
	Financial Markets & Services (Minor)	4	4	30	70	100
Marketing	Consumer Behaviour and CRM (Major)	4	4	30	70	100
	Advertising Management (Major)	4	4	30	70	100
	Sales and Distribution Management (Minor)	4	4	30	70	100
HR	Human Resource Development (Major)	4	4	30	70	100
	Industrial Relations Management (Major)	4	4	30	70	100
	Human Resource Planning (Minor)	4	4	30	70	100
Systems	Management of Software Projects (Major)	4	4	30	70	100
	Enterprise Resource Planning (Major)	4	4	30	70	100
	System Analysis and Design (Minor)	4	4	30	70	100
	Total	33	30	225	525	750

Semester - IV						
Paper Code	Title of the Paper	HPW	Credits	Internal	External	Total
	Entrepreneurship Development	4	4	30	70	100
	International Business	4	4	30	70	100
	Business Laws & Ethics	4	4	30	70	100
	Project Report & Viva-Voce		6	50	100	150
	Open elective or SEC	3	2	15	35	50
*Electives						
Finance	International Financial Management (Major)	4	4	30	70	100
	Strategic Financial Management (Major)	4	4	30	70	100
	Corporate Taxation and Planning (Minor)	4	4	30	70	100
Marketing	Global Marketing (Major)	4	4	30	70	100
	Rural Marketing (Major)	4	4	30	70	100
	Services Marketing (Minor)	4	4	30	70	100
HR	Strategic Human Resource Management (Major)	4	4	30	70	100
	International Human Resource Management (Major)	4	4	30	70	100
	Labour Laws (Minor)	4	4	30	70	100
Systems	Distributed Computing and Applications (Major)	4	4	30	70	100
	Data Warehousing and Mining (Major)	4	4	30	70	100
	Data Communications and Networking (Minor)	4	4	30	70	100
	Total	27	32	245	555	800

SUMMARY

Semester	Papers	Credits	Internal Marks	External Marks	Total Marks
I	7 Core Papers + Lab + Seminar	32	240	560	800
II	7 Core Papers+ Seminar	30	225	525	750
III	3 Core Papers + 2 Major Electives + 1 Minor Elective + 1 Open Elective + 1 Lab + Business Plan	30	225	525	750
IV	3 Core Papers + 2 Major Electives + 1 Minor Elective + 1 Open Elective + Project	32	245	555	800
	Total	124	935	2165	3100

*Every student has to choose two major and one minor specialization out of the above mentioned four specializations.

SEMESTER-I
PAPER – I
MANAGEMENT AND ORGANIZATION THEORY

Learning Objectives:

1. To introduce the concepts of organization and management.
2. To ensure the understanding of different principles, functions and process of management.

Unit – I Introduction to Organization and Management

Organization: - Definition– characteristics – Types of organizations – Management-Definition and Characteristics -Management as an Art, Science and profession. – Functions of Management – Approaches – Fayol’s principles of Management.

Unit – II Planning and Decision Making:

Planning -process – Decision Making: Decision making process, Types of Decisions – Decision making Models: Classical, Administrative and Political -Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique.

UNIT – III Organizing.

Departmentation: Definition-Bases used for Departmentation –Need for Departmentation-organizations structures in International organizations – Authority and Responsibility- Bases for Authority, Power, and Responsibility, Distinctions – Delegation and Decentralization- Concept, Barriers- Overcoming barriers to delegation– Span of Management -Factors influencing span–Line and staff- concept - conflicts- Resolution of conflicts.

Unit – IV: Leadership and Controlling.

Direction: Elements – Motivation- Definition- Motivators, financial and non financial – Leadership- Nature, Traits - Leadership styles - Managerial Grid – Communication- Process of communication -Importance of Communication- Coordination- Nature, Methods and Techniques – Controlling-Process of Controlling-Problems- Requisites of Good control system.

Unit – V: Cases in Decision Making Models & Techniques – cases in Delegation and Decentralization – cases in Motivation, Leadership, communication – cases in Indian corporate Leadership styles

Readings:**Text books:**

1. Wehrich Heinz, Cannice V Mark and Koonts Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata Mc Graw Hill publishing company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeach, 2005, International management: A strategic perspective, Cengage learning India Private Limited, New Delhi.

Reference Books

1. Daft L Richard, 2006, the new Era of Management, Thomson, Corporation, New Delhi.
2. Robbins P Stephen and Decenzo A David, 2006, Fundamental of Management: Essential Concepts and Applications, Pearson Education, New Delhi P 53.
3. Sridhara Bhat, 2005 Management and Behavioral Process: Text and cases, Himalaya Publishing House, Hyderabad.
4. Satya Raju, R and Parthasarathy, A 2005, Management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.
5. Hill WL Charles and Mc Shane L Steven, 2008, Principles of Management Tata Mc Graw Hill publishing company Limited, New Delhi.

Paper - II
BUSINESS ENVIRONMENT

Learning Objectives:

1. To understand the nature of business and the influence of the environment
2. To explain the influence of the various factors on business:
3. To enable the students to understand business in its proper perspective &
4. To understand the symbiotic relationship between business and its environment.

Unit – I Business Environment

Concepts of Business Environment – Business environment classification – Significance
- Environmental Scanning – process – Techniques of Environmental Scanning.

Unit – II Economic Environment

Economic Systems – Role of public Sector – privatization – Nature and objectives –
Privatization- Types of Privatization – Disinvestment – Globalization –Multinational
Corporations - WTO – Fiscal and Monetary policy – Foreign Direct Investment-
Economic Reforms -Competitive Environment

Unit – III Political, Social and Cultural Environment

Political Institutions – legislature, Executive, Judiciary, and Judicial Activism, - Business
Culture – Social Responsibility of Business – Nature, Models and Strategies – Social
Audit – Ecology and business – Impact of physical environment on business.

Unit – IV Technological Environment

Technological Environment – Features - Impact of Technology – Technology and Society –
Restraints on Technological Growth – Status of Technology in India – Technology Policy

Unit – V

Cases in Business Environment of selected Industries – Cases on Privatization – Public
sector – Foreign direct Investment.

Suggested Readings:

Text Books

1. Aswathappa: Essentials of Business Environment,
Himalaya Publishing House
2. Justin Paul: Business Environment – Text and Cases,
The McGraw Hill

Reference Books:

1. Misra & Puri : Economic Environment of business,
Himalaya Publishing House
2. Mathew: Business Environment, RBSA, publications.
3. Adhikary: Economic Environment of business, RBSA publications.
4. Senguptha: Government and Business, Vikas Publishing, New Delhi.

MANAGERIAL ECONOMICS

Learning Objectives:

1. To highlight the Significance of Managerial Economics in Business Management & Managerial Decision making.
2. To outline the basic tools and techniques of economic analysis useful for business decisions.
3. To explain different types of competitive situations of a business firm in the market for gaining competitive advantage and
4. To enable the students to gain expertise in the core areas of Business operations of firm.

Unit – I Introduction, Demand & supply analysis

Nature, Scope and significance of Managerial Economics – Tools and Techniques of Analysis – Functions of Managerial Economist in Business Firm. Demand Analysis – Demand Function – law of Demand – Elasticity of Demand – Supply Analysis, Supply Function, and Elasticity of Supply - Demand forecasting – Techniques of Demand Forecasting.

Unit – II Cost and production Analysis

Cost Analysis – Types of Cost and their impact on Management – behavior of short run Average cost Curves (SAC) – behavior of Long run Average Cost curve (LAC) – Cost production Function – production function.

Unit - III Market Analysis

Structure of Competition – Features of Perfect Competition – Types of Imperfect Competition – Features of monopoly – Negative consequences of Monopoly - Oligopoly , monopolistic Competition – Price and Output in different competitive situations – pricing method Dual Pricing – Administered price – Subsidies .

Unit – IV Profit Analysis

Profit Analysis – Nature, Significance and Theories of profits – Functions of Profit — National Income concepts, Business Cycles

Unit V Cases on Demand forecasting – Cases on Production function – cases on Monopolistic Industries.

Suggested Readings:

Text Books:

1. Maheswari: Managerial Economic, Sultan Chand & Sons New Delhi.
2. P.L Mehta: Managerial Economics, Sultan Chand & Sons New Delhi.

References:

1. Joel Dean: Managerial Economics, prentice hall, New Delhi.
2. Mote, Paul & Guptha: Managerial Economics – Concepts and Cases – Mc Graw Hill, New Delhi

Learning Objectives:

1. To Provide basic understanding about Accounting process: and
2. To expose to latest trends in corporate Accounting practices.

Unit – I

Accounting and Economic Decisions – processing Transactions – Accounting Cycle – Journal ledger – Trial balance – Accounting for merchandising Transactions – internal Control Systems Accounting for Fixed Assets – Accounting for Depreciation – methods of Depreciation – The Straight Line Method — Written Down methods, methods

Unit – II

Preparation of Financial Statements – profit and Loss Account – Balance Sheet – Measuring Business Income – Completing Accounting cycle

Unit – III

Financial Statements Analysis - Meaning – Objectives – Using Financial Ratios – Liquidity, Solvency, profitability, and Turnover Ratios.

Unit – IV

Fund flow statement - statement of changes in Working Capital – Funds from operation - sources and uses of funds – managerial uses of funds flow analysis.

Unit – V

Cases studies on accounting Ratios – funds flow of selected companies

Suggested Readings:**Text Books:**

1. R. Narayanaswamy, Financial Accounting, Prentice Hall of India Private Limited, New Delhi
2. Ashish K Bhattacharya, Essentials of Financial Accounting Prentice Hall of India Private Limited, New Delhi

Reference Books:

1. Jain and Narang: Accounting, part I, Kalyani publishers, Ludhiana.
2. Meigs and Johnson, Intermediate Accounting, Prentice Hall of India Private Limited, New Delhi.

3. Dryden and Bhattacharya, Accounting for management Prentice Hall of India Private Limited, New Delhi.
4. Ashok Banerjee: Financial Accounting – A Managerial Emphasis, Excel books.
5. S. Jayapandian, Accounting for Managers – Effective Techniques for Decision making, Ane books.
6. P. Periaswamy, A Text book of Financial Cost and management Accounting Himalaya publishing House,
7. Arulanandam, Advanced Accounting, Himalaya publishing House.

Paper - V
STATISTICS FOR MANAGERS

Learning Objectives:

The basic objective of this subject matter is to familiarize with the statistical techniques popularly used in managerial decision making.

Unit – I Introduction

Statistics – meaning- definitions- features- steps in statistical investigation – data collection – processing – analysis – interpretation – role of statistical techniques in managerial decisions (theory)

Unit – II Correlation, Regression and Time Series Analysis

Correlation – uses- methods of computing coefficient of correlation (Bi-variate & grouped data) regression analysis – obtaining regression equations – Time series analysis – method of least squares (theory & problems)

UNIT-3 Probability – Theoretical Frequency Distributions and Sampling:

Concept of probability – approaches – application of theorems – Bayes theorem – Binomial distribution – Poission distribution – Normal distribution – Sampling methods – testing of Hypothesis – attributes – large samples – small samples – (theory & problems)

UNIT-4 Association of Attributes and Analysis of Variance:

Association of Attributes - chi – Square test – Analysis of Variance - Meaning – uses – procedure – one way classification and two – way classification (theory & problems)

UNIT-5 Case Analysis

Correlation & regression analysis – Bayes theorem - Normal distribution - Testing of hypothesis – chi square test – analysis of variance

Suggested Readings:

Text Books:

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

2. GC Beri, business Statistics. TMH.

Reference Books:

1. Anderson R, David Sweendy J, Dennis & Williams A Thomos – Statistics for business and Economics, 9th Edition, Thomson.
2. ND Vohra – Management Decisions, New Age Publications.
3. SP Guptha and MP Guptha – business statistics, Sulthan Chand & Sons.
4. Levin RL Rubin S. David Statistics for management 7th Edition Pearson/PHI.

Paper - VI

CREATIVITY AND INNOVATION

Learning Objectives

- To enhance creative potential by strengthening various mental abilities & shape an ordinary learner to become an extraordinary learner:
- To expose the learners to creative problem solving exercises by developing integrative intelligence to become managers with creative skills:
- To help the learners to become thoughtful managers by understanding workplace Creativity & ways of harnessing it for organisational excellence: and
- To expand the knowledge horizon of individual creativity & corporate creativity to transform the living conditions of the society.

UNIT-I: Realms of Creativity

Creativity - Concept - Convergent and Divergent Thinking - Creative Intelligence - Determinants of Creativity-Roots of Creativity – Forms of Creativity – Creative personality - Motivation and Creativity - Creativogenic Environment - Blocks to Creativity -Strategies for unblocking.

UNIT-II: Corporate Creativity:

Creative Manager - Techniques of Creative Problem Solving – Brain storming – attribute listing – Synectics-checklist of questions - Creative Encounters and Creative Teams-Creative Management Practices.

UNIT-III: Creative Organisation:

Issues and Approaches to the Design of Creative Organisations- Policy frameworks - Mechanism for Stimulating Organisational Creativity - Creative Diagnosing - Creative Societies.

UNIT- IV: Management of Innovation:

Nature of Innovation-Technological Innovations and their Management-Inter-Organisational and Network Innovations – Management of Innovation – Agents of Innovation.

UNIT- V: Case Analysis

Creative Intelligence, Creative personalities, Techniques of Creative problem solving & management of Innovation.

Suggested Readings:

1. Pradip Khandwalla, Lifelong Creativity – An Unending Quest, Tata McGraw Hill, 2006.

2. Pradip Khandwalla, the Corporate Creativity – The Winning Edge, Tata McGraw Hill, New Delhi.
3. Pradip Khandwalla, the Fourth Eye, Wheeler Publishing, New Delhi.
4. Rastogi P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
5. John Ceserani, Peter Greatwood-Innovation and Creativity, Crest Publishing House, New Delhi

SEMINARS

Total hours: 3 hours per week

Credit: 2

Marks: 50

SEMESTER – II
Paper – I
FINANCIAL MANAGEMENT

Learning Objectives:

The Course aims to ensure broad understanding of the concepts, theories and techniques and functions of Financial Management.

Unit – I

Introduction – Concept, Scope and Functions of Financial Management – profit maximization Vs Wealth Maximization – financial planning Investment decision- Nature of Capital budgeting decision- investment evaluation criterion – Traditional Vs Discounted cash flow techniques

Unit – II

Financing Decision – Concepts of Capital structure – Source of financing – Theories of Capital Structure: NI, NOI Traditional and MM approach – operating and financial leverage – (Problems and cases)

Unit – III

Working Capital Decision – Concept – Components of working Capital- Operating Cycle – Working capital determinants – forecasting working capital requirements

Unit – IV

Dividend Decision – Types of Dividend – Dividend Vs Profit Retention Decision – Dividend policies – Factors influencing dividend policy – Dividend theories: Relevance and irrelevance of Dividends – Walter and Gordon's models – MM Approach (Problems and Cases)

UNIT-V

Case studies and presentations on Dividend – Bank Financing working capital and Estimation of cash flow of new products

Suggested Readings:

Text Books:

1. Khan and Jain : Financial Management TMH.
2. IM Pandy : Financial Management Vikas Publications.

Reference books:

1. James C Vanhorne : Financial Management and Policy (PHI)

2. Prasanna Chandra : Fundamentals of Financial Management (TMH)
3. SN Maheswari : Financial Management: principles and Practice
Sultan Chand.
4. John J Hampton : Financial Decision Making (PHI)
5. Lawrence J Gilma : Principle of Managerial Finance, Addisa Werly.

Paper – II
MANAGEMENT ACCOUNTING

Learning Objectives:

1. The course aims at understand the various concepts of cost and management accounting which are useful for decision making.
2. It also deals with various accounting control measures.

Unit – I Introduction to Management Accounting

Management Accounting : Definition – Scope – Importance – Nature and Characteristics of management control system – Role of Management Accountant – Cost of Behavior and Decision Making : Fixed and Variable costs – Relevant and opportunity Costs.

Unit – II Cost Analysis for Decision making

Cost – Volume – Profit Analysis ; Concept of Break - Even Point – Assumptions – profit – Volume Graph – Equation Approach – margin of Safety – profit planning – Managerial uses for Decision making – optimization of product mix – make or buy – Capacity utilization – plant Shut down Add or Drop – Equipment Replacement – key Factor analysis.

Unit – III Standards costing & Activity based costing

Standard Costing: Meaning – purpose of Standards – Types of Standards – Standard setting – variance Analysis – Controllability of Variance – Advantages of standard Costing.

Activity based Costing

Activity Based Costing Systems – Tracing costs from activities to products and services – Activity – based management – Activity cost drivers – Activity based costing Vs Traditional Costing.

Unit – IV Responsibility Accounting

Responsibility Centers – Need for Divisionalisation – Types of Responsibility centers – Performance Reports – Responsibility Accounting and behavioral aspects – Segmented performance evaluation – Transfer pricing.

UNIT-V

Cases in application of CVP Analysis - Implications of Budgeting control system – Application of ABC

Suggested Readings:

Text books:

1. Hansen & Mown, 2003 – Cost Management – Accounting and Control 4th Edition, Thomson South, Western.

2. Ronald W. Hilton, “Managerial Accounting – Creating Value in a Dynamic business Environment “Tata Mc Graw hill 6th Edition.

Reference Books:

1. Charles T Horngren Gary L Sundem William O Stratton “Introduction to Management Accounting, Person Publication 13th Edu.
2. SN Maheswari “Management Accounting “Sultan Chand and Sons New Delhi.
3. Shashi k Guptha and RK Guptha “Management Accounting principle and Practices” Kalyani Publications, New Delhi.
4. BK Chaterles Cost and Management Accounting for Managers, Jaico Publishing house New Delhi.
5. Khan and Jain “ Management Accounting “Tata Mc Graw
6. Robert N Anthony “ Management Accounting “ (RD Irwin)
7. Cases in Management Accounting and control systems Brandt R Allon E Richered Brownless Mark E.haskins Launn j Lynch, Person Education, New Delhi.

Paper – III
OPERATIONS RESEARCH

Learning Objectives:

The subject matter aims at understanding the various techniques used in operations research process-Implication in managerial decisions.

Unit – I Statistical Decision Theory and Game Theory

Decision making – significance – programmed and non programmed decisions – statistical decision making – pay-offs – opportunity loss – optimal decision – Expected pay-offs – Conditional opportunity loss – EVPI- Game theory – significance- models – two persons – zero – sum game – saddle point – mixed and dominating strategies (theory & problems)

UNIT-2 Linear Programming

Meaning – significance of LP – application areas – formulation of LPP – methods of LP – Graphic and Simplex methods (theory & problems)

UNIT-3 Transportation and Assignment Model

Transportation model – significance – problem statement – North – West corner rule – Least cost method – Vogel’s approximation method – Modified Distribution method – Assignment problems – steps – application – Hungarian assignment method (theory & problems)

UNIT-4 Queuing Theory and Sequential Decision Making

Queuing model – Applicability – Structure of queuing system – Queuing models – Poisson exponential - Single server model – Sequential decision making –concept-applications (theory & problems)

UNIT-5 Case Analysis

Statistical decision theory – Game theory – LPP models – Transportation model – Assignment problems – Queuing model- Sequential Decision Making.

Suggested Readings:

Text books:

1. CR Kothari : Introduction to Operational Research, Vikas publishing house.
2. N.D Vohra : Quantitative Techniques in Management

TMH

Reference books:

1. GV Shenoy, UK Srivastava and SC Sharma : Operations Research for Management, New Age publications.
2. Hamdya Taha : Operations Research – An Introduction TMH.
3. Richard Bronson, Govindasami nadimuthu : Operations Research – Schaum Series TMH

Paper – IV

BUSINESS RESEARCH METHODS

Learning Objectives:

The course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well-informed decision- making. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

Unit – I Introduction

Business Research: Definition – Types of Business Research – Scientific investigation – The building blocks of Science in Research – Deduction and induction. The language of Research – concepts, Constructs, Definitions, Variables, propositions and hypotheses. Technology and business Research –Technologies used in Business Research – The internet, E-mail, browsers and Websites, Role of Business Research in Managerial Decisions.

Unit – II The Research Process

Problem identification: Broad Problem Area – Preliminary Data Gathering, Literature survey – Online Data bases useful for Business Research – Problem Definition– hypothesis Development – Statement of Hypothesis – Procedure for testing of Hypothesis.

Unit – III The Research Design

Types of Research Designs – Exploratory, Descriptive, Experimental Designs and Case study – Measurement of Variables – operational Definitions and Scales – nominal and ordinal Scales – Rating Scales – Ranking scales

Unit – IV Analysis of Data & research report

Sources of Data – primary Sources of Data – Secondary sources of Data – Data Collection methods - Interviews: Structured interviews and unstructured interviews – face to face and Telephone interviews– Questionnaire Construction: Structured and unstructured Questionnaires – Guidelines for construction of Questionnaires. Data Analysis Interpretation of data Research Reports contents –Guidelines for preparing a Good Research report.

UNIT-V

Developing a Research Project Design for Market survey – cases using sealing techniques – case method in Research – written case Analysis – Analysis & Interpretation of Data

Suggested Readings:

Textbooks:

1. Uma Sekaran, “Research methods for business – A Skill Building Approach “John Wiley & Sons (Asia) Pte Ltd. Singapore 2003.
2. Donald R Cooper and Pamela S Schindler, “business Research methods” Tata McGraw Hill Publishing Company, New Delhi 2007.

Reference Books:

1. William G Zikmund “Business Research Methods” Thomson business information India Pvt. Limited Bangalore 2005.
2. Wilkinson & Bhandarkar: Methodology and Techniques of Social Science Research, Himalaya Publishing house.
3. C.R kothari Research methodology – methods & Techniques Vishwa Prakasham, New Delhi.
4. Speegal, MR: An introduction to management for business Analysis Mc Grew hill.
5. Michael, VP: Research methodology in Management, Himalaya Publishing house.

Paper – V

HUMAN RESOURCE MANAGEMENT

Learning Objectives:

This paper aims at providing an understanding about the functioning of human resource function in an organization. it makes the learner to know the recent trends in the Human resource management.

Unit – I Introduction: Human Resource Management

Meaning nature, Scope and significance of human resource management (HRM) – Functions of human resource management Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India – Changing role of HRM – e-HRM.

Unit – II Human Resource Planning.

Human Resource planning: Nature and Process, – Job Analysis – nature, importance, Tools for Analysis – job Description Job Description, Job Specification. Recruitment: Factors influencing, process and Sources, – Selection: nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests – Types of Selection Tests, physical Skills and Psychological Testing.

Unit – III Socialization and Performance Appraisal

Induction: Placement – induction Programmes – Training : Nature and Process – Techniques on the Job and off the Job Training , Evaluation – Development – Management Development – Executive Development – career planning and Development – Industrial Disputes – machinery for Settlement of Disputes – Trade union – Strengths and Weakness of Trade unions in India

Unit – IV Contemporary issues in HRM

Contemporary issues: HRIS – HR Account – HR Audit- balance score card, Competency, mapping, Employers brand, benchmarking, HR Outsourcing, Temping, Talent Management, Managing HR in BPO and Call Centers, Attrition, Exit Interviews – Strategic HRM and International HRM – Concept issues – Growing Importance of HRM in Globalization.

UNIT-V

Cases on selection tests, performance Appraisal – Competency mapping – cases on training program

Suggested Readings:

1. Mondy R Wayne and Noe M Robert, 2006, human Resource management, 9th Edition, Pearson Education, New Delhi
2. Subba Rao P 2008, Essentials of human Resource Management and Industrial Relations: Text Cases and Games, Himalaya publishing House Mumbai

Paper - VI
MARKETING MANAGEMENT

Learning Objectives:

After completing this course, the student should be able to understand the marketing concepts and major decisions involved in marketing management. Further he/She is expected to develop necessary skills in analyzing marketing problems and situations.

Unit – I Introduction to Marketing

Marketing – Definition – Importance – Scope – Marketing management : Functions- – company orientations towards marketplace : production concept – product Concept – selling concept – Marketing concept – Holistic Marketing Concept – Building customer Value, Satisfaction and loyalty, Customer Relationship management (CRM) – Analyzing marketing environment: Demographic, Economic, Political and legal Environment – An over view of Indian marketing Environment.

Unit – II Developing Marketing Strategies

Developing marketing strategies and plans : Corporate and Division strategic planning – Business Unit strategic planning – Concept of Marketing Plan – Dealing with Competition – Identifying and Analyzing Competitors – Competitive Strategies for Market Leaders, Market challengers, market followers and market nichers. Market segmentation: Base for segmentation.

Unit – III Marketing Information System

Marketing Information: Components of Modern marketing information System. Consumer Behavior- Definition- factors influencing consumer behavior – consumer buying decision process.

Marketing Mix: concept and components Product: Concept levels, classification, – product mix – products line – product life cycle (PLC) and marketing strategies. New product development (NPD) process – Brand: Meaning Role and scope of brands – brand Equity. Packing, Labeling, Warranties and Guarantees. Price: Concept – Step in setting the price – Adapting the price – Initiating and responding to price changes.

Unit – IV Integrated Marketing Communication

Designing and managing integrated marketing communications (IMC): marketing communications mix.

Advertising: Developing and managing an Advertising programme: Deciding on Media – sales promotion: objectives – tools of sales promotion–public relations: Major decisions in marketing public relations – direct marketing: Channels used for **direct** marketing.

Personal selling – principles of personal selling-Steps in selling process

Designing and managing marketing channels: Forms of marketing channels and value networks – Role of Marketing Channels – Channel Conflict, logistics: Definition - objectives.

UNIT-V

Cases on Competitive strategies – product life cycle - pricing & promotion – media effectiveness

Suggested Readings:

Text books:

Philip Kotler, Kevin lane Keller, Abraham koshy and Mithileshwar Jha: MARKETING MANAGEMENT.

A South Asian Perspective (Thirteenth Edition), Pearson Education Inc., New Delhi.

Reference Books:

1. Philip Kotler, Kevin Keller : Marketing Management (2008)
Prentice Hall of India New Delhi 13th Edu
2. Tapan K Panda : Marketing Management (2008)
Text and Cases (Indian Context)
Excel books, New Delhi.
3. Michael. J Etzel Brance J Walker : Marketing: Concepts and cases.
McGraw Hill Education, New Delhi, 2005
4. Willian D. perraeantl J.R : Essentials of Marketing: A Global
Management Approach.
McGraw Hill (International Edu)
5. V.S. Rama Swamy : Marketing Management – Planning,
Implementation and Control – The
Indian.
Mc Millan India Ltd.
6. Rajiv Lal, john Quelch. : Marketing Management: Text &
Cases –
Tata mc Graw hill
7. Rajan Saxena : Marketing Management
Tata McGraw Hill Publishing Company,
New Delhi.
8. Dharuv Grewaj and Michael levy : Marketing.
Tata McGraw Hill Publishing Company,
New Delhi
9. Roger A. kerin Steven Hartley : Marketing. Eric n. Berkowitz

PAPER-VII
ORGANIZATIONAL BEHAVIOUR

Objectives: To provide the students with conceptual Framework and theories why to study OB ,
New challenges to Managers and Organizations.

UNIT – I Foundations of organizational Behaviour:

Concept - Importance – Cognitive approach – Reinforcement approach – Psycho-
Analytic approach – Factors influencing OB

UNIT – II Individual in the Organization:

Individual – Nature of man – models of man – personality – Stages in Personality development – Factors influencing perception – Learning – Theories of Learning – Attitudes – Formation of attitudes– Motivation theories – Maslows Need theory of Hierarchy, Herzberg’s Motivation- hygiene theory, Mc Gregors Theory X & Theory Y.

UNIT – III

Groups in organization: Basic group concepts – Formation – Types group decision making – Group cohesiveness- Dissonance –Groups Vs Teams – Types of teams. Conflicts – Types of conflicts – Strategies for resolution of conflicts in Groups. Group Dynamics: Communication – Hindrances to effective communication.

UNIT – IV

Organizational systems – organization structure – size and design – organizational culture – organizational change- Resistance to change—Introducing change in large organizations. Organizational stress—coping strategies – stress and performance. Organizational effectiveness – quality of work life

UNIT-V

Cases on learning – cases on personality – group dynamics – interdepartmental conflicts – managing technology change.

Suggested Readings:

1. Robbins : Essential of organizational behavior, Pearson Education, 2008
2. Gordan. JR : Diagnostic approach to Organizational behavior: Allyn and Bacon: New York, 1987.
3. Lorbch J.W (Fd) Handbook of organization behavior: Englewood cliffs: Prentice Hall.
4. Harrison M.L.K.: Diagnosing organizations: Methods, Models and processes: Sage publishers, New Delhi, 1987.
5. Ford R.C : Organization Theory – An integrative approach: Harper & Row publishers: New York, 1988.
6. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Person Education.
7. Sarma, VVS : Organizational Behaviour, Jaico Publishing House.
8. Aswathappa : Organizational Behaviour, Himalaya publishing House.
9. Subba Rao, P : Management and Organizational Behaviour, Himalaya publishing house.
10. Gerald Green Berg and Robert A Baron: Organizational Behaviour, person Education.
11. Nelson: Organizational Behaviour, Cengage learning

SEMINARS

Total hours: 3 hours per week

Credit: 2

Marks: 50

Semester – III
Paper – I
OPERATIONS MANAGEMENT

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

- To help the students to understand practicality in production.

- To provide them tools and techniques to be used in the production.
- To enable them to analyze and understand the environment of the production.

Outcomes: On completion of this course, the students will be able to

- Understand the reality relating to the production.
- Understand the practical knowledge in relate to production.
- Understand the surrounding factors actually involving n the production.

UNIT - I Introduction

Evolution – Concept Definition – Scope – Systems perspectives – Challenges – Priorities – Special features of goods and services – Operations Strategy – Strategy formulation – Operational Excellence – product management features – product life cycle – project management – feasibility study – project life cycle.

UNIT - II Designing Operations

Product Design – Process Design – Factors influencing facilities location – plan layout – Factors influencing plant layout – Process and product system – Group and static product layout– capacity planning – work study – Techniques of work study – Methods study – work measurement – methods of work measurement (Problems and cases in work study & Measurements)

UNIT - III Production Planning and Control

Scope –Functions– Factors determining production planning and control – production cycle – Interrelationship between product life cycle and process life cycle

Inventory planning and quality control : Inventory planning – Inventory control techniques – Quality control –Quality Assurance and quality circles – Statistical quality control – Control charts for average, range, fraction defectives – Total Quality Management (Problems and cases in SQC).

UNIT - IV Project and maintenance management

Concept of project – Types of Projects – Feasibility report – Detailed project report – project management techniques – PERT and CPM – Maintenance Management – Equipment cycle .

UNIT-V CASES

Cases on production scheduling – quality control – project Management – Application of PERT & PM- Plant layout cases.

Suggested Readings:

1. Aswathappa K & Shridhara Bhat K: Production and Operations Management, Himalaya publishing house, Mumbai, 2009.
2. B. Mahadevan: Operations Management, Theory and Practice, Pearson Education, 2008.

3. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition 2009
4. Chunawalla & Patel: Production and Operations Management, Himalaya publishing house, Mumbai, 2009.
5. William J Stevenson: Operations Management, Tata McGraw-Hill Pvt. Ltd, New Delhi. 2007.

Semester – III
Paper – II
STRATEGIC MANAGEMENT

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

To familiarize the learners with regard to strategy formulation, Strategy implementation, and strategy evaluation to gain sustainable competitive advantage and to manage the enterprise with efficiency and effectiveness.

Outcomes:

After learning the subject the learners will be able to understand and take the strategies decisions formulate grand strategies, and implement effectively run the organizational activities with a vision and mission to reach the organization to its heights.

UNIT – I Introduction to strategic management

Concept of Strategy – Levels – Strategic Decision making – Strategic Management – Elements – process – Model – Vision – Business Definition – Goals and Objectives – Balanced scorecard approach to Objectives – Setting Key performance indicators-Competencies – organizational capability profile.

UNIT- II Environmental and organizational appraisal

Appraising the Environmental – factors affecting environmental Appraisal – Internal environment – Organizational Resources – Synergistic effects – competencies – Organizational Capability factors – methods and techniques used for organizational Appraisal – preparing the organizational capability profile.

UNIT – III Corporate - level

Corporate level Strategies – Expansion – Stability – Retrenchment – Combination – Concentration – Integration – Diversification – Internationalisation Strategies – merger and Acquisition Strategies – Stability Retrenchment – Turnaround - Combination Strategies.

UNIT – IV Strategic analysis, choice and implementation:

Process of Strategic choice – Strategic Analysis – Factors in Strategic choice – Strategy Implementation – Project Implementation - Procedural Implementation – Resource Allocation –

Structural Implementation – Functional Strategies – Resource Allocation - Strategic Evaluation and Control.

UNIT –V Case study

Cases on Brand strategies – Strategic Marketing – Cases on Strategic Implementation.

Suggested Readings:

- | | | |
|---|--|---|
| 1 | Azhar Kazmi | Strategic Management and Business policy, Tata McGraw Hill. |
| 2 | R.M Srivatsava | Management Policy and Strategic Management – Concepts, Skills and practices Himalaya publishing House. |
| 3 | V. S Ramaswamy,
S Namakumari | Strategic Planning – Formulation of Corporate strategy Text & Cases The Indian Concept Macmillan Books. |
| 4 | Thomos I Wheelen
J David Hunger
Krish Rangaranan | Concepts in Strategic Management and Business Policy, Person Education. |

**Semester – III
Paper - III
E-COMMERCE**

Total hours : 4 per week

Credits : 4

Marks: 100

UNIT Introduction

Introduction to E-commerce — Categories of E-commerce — Internet and world wide web — Intranet and Extranet — Internet connection options – Revenue Models and building a web presence: Revenue Models — Revenue Model in Transition — web presence — Web Marketing strategies — Advertising on web

UNIT – II Internet Environment

Business to business purchasing, logistics and support activities — EDI — EDI Data interchange — EDI on internet. Environment of Electronic Commerce: Legal environmental of E-commerce — Ethical issues — Web Server and Hardware: Software for web server — Web server hardware – Payment System: Payment cards - Electronic cash — Electronic wallets — Stored value cards

UNIT - III Web Technologies

Introduction - What is A Computer? History of the Internet - Personal Computing – History of the WWW-World Wide Web Consortium (W3C) - Introduction to the Web Browser - Internet Explorer 6 features - Searching the Internet - FTP – Electronic mail - Instant Messaging - Introduction to XHTML - Nested and Ordered lists - Unordered lists XHTML : Base XHTML tables - Intermediate XHTML tables and formatting - Frame set elements - Nested frame sets. JAVA SCRIPT: Introduction - Simple program; printing a line of text in a web page - obtaining user input with prompt dialogues.

UNIT-IV Control Statements

Control Statemetns: Introduction - If selection statements –Controlled repetition – While, For, and Do-While repetition statement - logical operators. FUNCTIONS: Introduction - Programmer

Semester – III
FINANCIAL MANAGEMENT
Electives
Paper – I
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Major)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

1. To help the students to acquire fundamental knowledge of investment concepts and alternatives available in financial market.
2. To understand the valuation of different kinds of securities and minimize the risk through portfolio management.

Outcomes: To acquire the knowledge of investment and securities traded in financial market

UNIT – I NATURE AND TYPES OF INVESTMENTS

Investment – Nature, Objectives, Process and Types – Investment and Speculation – Securities : Nature, type and characteristics – Securities Markets : Primary and Secondary market – stock exchanges : BSE, NSE – Organization and regulation (Theory).

UNIT – II SECURITY ANALYSIS AND VALUATION :

Objectives, Fundamental Analysis – Economic, Industrial and Company analysis – Technical analysis – Valuation of equity shares and debt securities – Firms structure of shares (Problems on Equity valuation).

UNIT – III PORTFOLIO THEORY :

Traditional Theory – Arbitrage pricing theory (APT), capital Asset pricing model (CAPM) – Modern Theory – Markowitz Risk – Return optimization – Sharp optimization (problems on markowitz optimization and sharp optimization).

UNIT – IV PORTFOLIO PERFORMANCE EVALUATION

Concept, Objectives – Sharpe's Treynon and Jensen's portfolio performance measures – portfolio Revision (Problems on portfolio performance evaluation)

UNIT – V CASE STUDY:

Case studies on Arbitrage pricing theory (APT) and capital asset pricing models.

Suggested Readings:

- | | |
|-------------------------------------|---|
| 1.. Fischer and Jordan | Security Analysis and Portfolio Management,
Prentice Hall of India, New Delhi, 2008. |
| 2..Sharpe, Alexander and
Bailey: | Investments, Edition, Prentice hall, India, New Delhi |

3.Frederick Amiting
4.Graham & Dadd
5.Preeti sing,

Investment, Prentice Hall, India, N.D
Securities Analysis and Portfolio Management McGraw Hill Co.
Newyork.
Investment Management, Himalaya Pub. Co. Newdelhi

SEMESTER – III
PAPER - II
MANAGEMENT OF FUTURES & OPTIONS
(MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objective:

To inculcate the knowledge of Futures and Options to the students effectively

Outcomes

- Students will understand the basics of Futures and options.
- Students can acquire the knowledge of calculating futures and their valuation.
- They can evaluate the methods of calculating option prices.
- To develop the knowledge of Risk management tools and their importance in Indian stock markets.

UNIT – I INTRODUCTION

Definition and terminology – Rationale of futures and options development – Types of Trader (Arbitrageurs, hedgers and speculators) – specification of contracts – Daily settlement and the clearing house (theory only).

UNIT – II VALUATION OF FUTURES & FORWARDS

Contracts on securities that provides no income, known cash income and dividend yield – Futures versus forward prices – Hedging strategies using futures (Basis risk, hedging and cross hedging and minimum variance Hedge ratio) (problems)

UNIT – III OPTIONS & OPTION PRICING

Call options, put options, writing options – Buying calls & put-selling call – Hedging with option – Trading with option – Arbitrage with options (theory) – Determinants of option prices – Black

choles option pricing model – assumptions – analysis at call & puts – Binomial option pricing model – dividend paying stocks – put option pricing (problems).

UNIT – IV FUTURES & OPTIONS IN INDIA

Need and importance – Foreign exchange forwards & futures – Stock Index futures – Option on stock Indices – Currencies and futures contract (theory only).

UNIT – V CASE STUDY

Case on Hedging strategies and relevance of option pricing models to optional quotation.

Suggested Readings:

1. SL Guptha Financial Derivatives
2. Todd Lofton, Getting Started in futures, John Wiley.
3. Michael Thomsett, Getting Started in options, John Wiley.
4. Daniel Siegel, Futures Markets, Dryden Press.
5. John Hull, Introduction to Futures and option markets
6. Keith Redhead, : An introduction to Futures, Forwards, options and Swaps, Prentice Hall.

SEMESTER – III PAPER - III FINANCIAL MARKETS AND SERVICES (MINOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objective:

To know the various instruments, institutions and services available in Indian financial system

Outcome:

To help the students in understand the concepts of instruments, institutions and services in India

UNIT – I FINANCIAL SYSTEM

Financial system - Structure – Components – Markets – Institution – Instruments – Services – Functions of financial system – Role of financial system in economic development.

UNIT – II MONEY MARKET

Functions – Benefits – types of money markets – capital market – types of capital market – Book building (ADRs) – (GDRs) – (FCCBs) – IPO, Right issue – private placement – Bond market.

UNIT – III FINANCIAL SERVICES

Players and types Financial services – Role – Merchant Banking – functions – Leasing concept – Types – Hire purchase – Factoring.

UNIT – IV MUTUAL FUNDS

Types, advantages, SEBI and regulation of mutual funds – Venture capital – Nature and scope – Regulatory Frame work – Credit Rating – Concept – Types – Credit Rating Agencies in India.

UNIT – V CASE STUDY

Case on leasing finance and IPO.

Suggested Readings:

1. M.y. Khan Financial services, Tata McGraw Hill Publishers, Newdelhi.
2. V.A. Avadhani Marketing of financial services, Himalaya
3. Deodhar and Abhyankar Indian Financial system, Himalaya

Semester – III MARKETING ELECTIVES Paper - I

CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT (Major)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Understand the consumer behavior and factors influencing consumer behavior and also good relationship management techniques.

UNIT – I INTRODUCTION

Consumer Behaviour – Concept – Types of Consumers – Current trends in Consumer Behaviour Approaches to studying Consumer Behaviour - Inter – Disciplinary analysis - Consumer Behaviour applications in designing marketing strategies – problems in studying Consumer Behaviour.

UNIT – II INTERNAL DETERMINANTS OF CB

Internal Determinants of Consumer Behaviour: Motivation – Learning Perception Attitude, Personality and life style.

UNIT – III EXTERNAL DETERMINANTS OF CB

External determinants of Consumer Behaviour : Family social class – Reference group and Opinion leader – Diffusion of innovations – Culture and Subculture

UNIT – IV DECISION MAKING

Consumer Decision making process – Consumer dissonance – Consumer decision making models: Howard sheth model – EKB model – Organizational buyer behaviour and influences on organizational Buyer behaviour.

UNIT – V CASES

Cases on Consumer Decision Making needs – Family and Social Class influence on Buyer Behavior – Personality and Life styles.

Suggested Readings:

- 1 Schiff man, Leon G and Kannuk, Leslie Lazar: Consumer Behaviour Prentice Hall of India.
- 2 David L. Loudon & Albert J. Della Bitta : Consumer Behaviour, McGraw Hill.
- 3 Suja R. Nair: Consumer Behaviour in Indian Perspective, Himalaya Publishing House.
- 4 DR. Rajeev Kumara, Consumer Behaviour : Himalaya Publishing
- 5 Roger J. Baran, Robert J. Galka, Denial P. Strunk: Customer relationship Management, South West Cengage learning.
- 6 S. Shanmuka Sundaram: Customer Relationship management, Modern trends and perspective, Prentice Hall of India.
Peelan – Customer Relationship Management, Pearson Education.

PAPER - II
ADVERTISING MANAGEMENT
(MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising program.

UNIT – I INTEGRATED MARKETING COMMUNICATIONS

Integrated Marketing communications meaning – Definition - The promotion Mix and IMC planning process. Introduction to Advertising – scope – Objectives DAGMAR 5Ms of Advertising - Functions and Importance - Ethical Dimensions of Advertising Advertising agency-structure of advertising industry-advertising agencies in india.

UNIT – II ADVERTISING COPY

Advertising copy – Meaning – Essentials of Good Advertising Copy – Message Strategy – Copy writing – Advertising copy for print Media Advertising copy for Electronic Media – TV, Radio, Internet – recent trends in advertising.

UNIT – III ADVERTISING MEDIA

Advertising media – Planning and Strategy – Types of Media – Electronic Media – Out door Media - Media Scheduling Decisions – Media Mix Decisions media and Advertising Agencies – Functions – Selecting and Compensation to Advertising Agencies

UNIT – IV ADVERTISING BUDGET

Advertising Budgets – Planning for Advertising Budgets – methods of Determining Advertising Budgets – Advertising Effectiveness – Need and important Tools and techniques of Measuring communication Effectiveness and sales Defectiveness of Advertising.

UNIT – V CASE STUDY

Cases in Advertising Campaign Planning and implementation – Advertising Media – Advertising Effectiveness.

Suggested Readings:

1. Devi A Aakar & John : Advertising Management, Prentice Hall of India. Myer
2. Chunawala S.A. and : Fundamentals of Advertising Theory and practice. Himalaya
K.C. Sethiya Publishing House.
3. George, E. Belch & : Advertising and promotion, Tata McGraw Hill Co,
Michel A. Belch
4. Kruti – Shah and Alan D’ : Advertising and promotion, Tata McGraw Hill Co,
Souzo
5. O’ Guinn Allen : Advertising and Management, Cengage Learning.
Semenik
6. Monendra Mohan : Advertising and Management, Concepts and Cases Tata McGraw
Hill Co,
7. Shirgy : International Marketing Communications, Cengage Learning.
8. Shimp : Advertising and Promotion, Cengage Learning.

PAPER - III SALES AND DISTRIBUTION MANAGEMENT (MINOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Awareness of selling tools which are profitable to the organization, middle men and end user and also innovative distribution channel.

UNIT – I INTRODUCTION

Introduction to sales and Distribution Management – Sales Management – Concept Nature and Scope – Growth and Evolution of sales Management – Contemporary issues in sales Management –Distribution management – concept – Scope .

UNIT – II PERSONAL SELLING

Personal selling : Personal Selling – Qualities of Salesmanship, theories of selling – Steps in selling process –Selling Function – Different steps in Buying Decision process – Sales organization – Sales Department Functions – Sales Budgets – Sales quotas an budgets.

UNIT – III SALES FORCE MANAGEMENT DECISIONS

Recruitment – Selection – Training – Motivating - Compensating and Controlling of sales Force.

UNIT – IV DISTRIBUTION MANAGEMENT

Managing Channels of Distribution : Distribution Management – Need for Distribution Channels – Marketing Channels – Selecting Channels of Distribution – Management of Logistics and supply chain Management : Definition – Scope – Origin – Key Logistic Activities – Order process – Inventory – Transportation and Storage – Developing logistics Strategies.

UNIT – V

Cases in Sales Force Management – Recruitment – Selection – Sales Organization – Sales Budgeting and Control – Channel Structure for Different Products/Services.

Suggested Readings:

1. Krishna K. Havaldar and Others : Sales and Distribution Management, TATA McGraw, Hill co.
2. Louis W. Stern and Ansar : Marketing Channels, Prentice Hall of India.
3. Dr. Matin Khan : Sales and Distribution Management, Excel Books
- 4.S.A Chunawala : Sales and Distribution Management, himalaya Publishing House,
- 5.Mark W Johnson and others : Sales fore Management, TATA McGraw, Hill co.
- 6.Richard R Still and Others : Sales management
- 7.Spiro, Stanton Rich Management of Sales Force, TATA McGraw, Hill co.

**SEMESTER – III
HUMAN RESOURCE MANAGEMENT
ELECTIVES
PAPER - I
HUMAN RESOURCE DEVELOPMENT
(MAJOR)**

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

To understand the present situation the employees and what are the strategies needed to improve the skills and knowledge for better performance.

UNIT – I FOUNDATION OF HRD

Evolution of HRD – The Relationship between HRM and HRD – HRD Functions – Role and competencies of an HRD, Professional – Challenges to Organization and to HRD Professionals – A framework for the HRD – Learning and instruction – Maximizing learning – Learning strategies and styles.

UNIT – II FRAMEWORK OF HRD

Assessing HRD needs – Strategic organizational analysis – Task analysis – Personal analysis – Prioritizing HRD needs – Designing effective HRD programmes –Implementing of HRD programmes – Evaluation of HRD programmes – Purpose and ethical issues in evaluation.

UNIT – III HRD APPLICATIONS

Career Management – Defining career concepts – Stages of life and career development –process of career Management – Issues in career development –Adopting to labour market changes – HRD programmes for cross Cultural employees.

UNIT – IV COMPETENCY DEVELOPMENT

Basic workplace competencies – Programmes for professional development and Education – Maintaining affective performance encouraging superior performance skills- Employee coaching and wellness services – Issues in employee counseling Employee Assistance programmes.

UNIT-V:

Cases on career Management – Performance Appraisal – competency Mapping.

Suggested Readings:

1. Randy L.Desimone, M. Werner Thomson, Dravid M. HariisN - Human Resource Development – Thomson Asia Pvt. Ltd 2002.
2. T.V. Rao Human Resources Development – Experience Interventions Strategies- Sage Publication, New Delhi 2006.
3. Paul Turner- Encyclopedia of Human Resources Development – Jaico Publishing House 2007.

PAPER - II
INDUSTRIAL RELATIONS MANAGEMENT
(MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Understand the industry and departments and tools and techniques which are useful to maintain the good relationship with all and also to reach its objective.

UNIT – I INDUSTRIAL RELATIONS

Basic Concept of Industrial relations – Evolution and growth of industrial relations in India – Structure and frame work of Industrial relations – Factors influencing industrial relations in India.

UNIT – II UNION-MANAGEMENT RELATIONS

Trade unions – Definition – Objectives – Functions – Historical back ground – Problems in management of trade unions in India – Emerging trends in Trade union and management relations – Industrial disputes – Meaning, causes and consequences – Frame work for prevention and settlement of Industrial disputes in India.

UNIT – III COLLECTIVE BARGAINING

Meaning – Characteristics– Process – Problems and issues involved in collective bargaining – Workers participation in Management – Nature, Objectives, Recommendations of National commission on labour.

UNIT – IV EMPLOYEE GRIEVANCES AND DISCIPLINE

Causes for employee grievance – Machinery for redressal of employee grievances – Standing orders – Industrial discipline – Principles of code of displine.

UNIT – V :

Cases on functioning of Trade Unions, Industrial discipline, workers participation and collective bargaining

Suggested Readings :

1. C.B. Memonia & Memonia – Dynamics of Industrial Relations in India, Himalaya Publications.
2. R.C. Saxena – Labour problems of social welfare, K. Nath & Co.
3. Yodar Dale – Personnel Management and Industrial relations, Printice Hall, India.
4. Arun Monappa – Industrial relations, Tata Mc Graw Hill Pvt. Ltd., New Delhi.
6. Sharm A.H. – Industrial Relations, Himalaya Publication House.

PAPER – III
HUMAN RESOURCE PLANNING
(MINOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Understand the employees and techniques which are useful for job evaluation, and its actions areas and HRP policies.

UNIT – I BASICS OF HUMAN RESOURCE PLANNING

Human Resource Planning – Concepts – Process – Need– Objectives – Benefits of Human Resource Planning – Problems– Methods and Techniques of Human Resource Planning – Demand and supply forecasting of man power.

UNIT – II JOB EVALUATION

Job Evaluation – Concepts, Scope, Advantages and Limitations of Evaluation – Job design, Job description – Job specification, Process and uses of Analysis

UNIT – III HRP – ACTION AREAS – ISSUES AND EXPERIENCES

Recruitment and Selection – Induction and Orientation – Placement – Performance appraisal – Transfer, Promotion and new and policies – Training Methods – Evaluation of Training effectiveness.

UNIT – IV MEASUREMENT IN HUMAN RESOURCE PLANNING AND POLICIES

Human Resource Information system, meaning & importance of Human Resource Accounting - Human Resource Auditing – Objectives, Methods and techniques of Human Resource Audit and Accounting-Voluntary Retirement Schemes – Merits and demerits of VRS.

UNIT – V CASE STUDY

Cases on Human Resource Planning, Recruitment and Training methods.

Suggested Readings:

1. V.D. Michael – Himalaya Publishing House, New Delhi.
2. C.B. Memonia & S.V. Gankar, Himalaya Publishing House
3. Flipp Eduri B, Principles of Management
4. Donald Raling – HRM.

SEMESTER – III
SYSTEMS MANAGEMENT
ELECTIVES
PAPER – I
MANAGEMENT OF SOFTWARE PROJECTS
(MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

UNIT – I INTRODUCTION TO SOFTWARE ENGINEERING

The Evolving Role of Software – Software –The Changing Nature of Software – Software Myths. **A generic view of process:** Software Engineering-A Layered Technology -A Process Framework – The Capability Maturity Model Integration (CMMI)

UNIT-II PROCESS MODELS

Prescriptive Models – The Waterfall Model – Incremental Process Models –Evolutionary Process Models – The Unified Process.

UNIT – III SOFTWARE ENGINEERING PRACTICE

Software Engineering Practice – Communication Practices – Planning Practices – Modeling Practices – Construction Practice – Deployment.

UNIT – IV REQUIREMENT ENGINEERING

A Bridge to Design and Construction – Requirements Engineering Tasks – Initiating the Engineering Process – Eliciting Requirements – Developing Use– Cases – Building the Analysis Model – Negotiating Requirements – Validating Requirements.

UNIT-V CASE STUDY

Develop a Project by including all phases of SDLC.

Suggested Readings:

Software Engineering By R.S. Pressman (Mc. Graw Hill Sixth Edition)

Reference Books:

1. Software Engineering By Ghezzi (Phi)
2. Software Engineering Fundamentals By Behforooz And Hudson- Oxford University Press
3. Software Engineering By Fairley (Mc. Graw Hill)
4. Software Engineering Theory & Practice By Pfleeger (Pearson)
5. Software Engineering By Kr Agarwal & Yogesh Singh (New Age)
6. Software Engineering ?(Schaum's Series Tmh)
7. Object Oriented Software Engineering By Sr Schach (Tmh)

PAPER - II ENTERPRISE RESOURCE PLANNING (MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

UNIT-I INTRODUCTION

Evolution of ERP-What is ERP- The advantages of ERP – Why are ERP Packages used now
Enterprise- An overview- Introduction- Integrated Management Information-Business modeling-
Integrated Data Model

UNIT- II ERP AND RELATED TECHNOLOGIES

Introduction – Business process Reengineering – Management Information Systems(MIS) –
Decision support System(DSS) – executive Information System(EIS) – Supply chain
Management

UNIT-III ERP MODULES

Finance- Plant and Maintenance- Quality Management- Materials Management- Benefits of ERP.

UNIT-IV ERP IMPLEMENTATION LIFE CYCLE

Pre-evaluation screening, Package Evaluation- Project Planning Phase- GAP Analysis-
Reengineering, Configuration- Team Training- Testing & Going Live – End user Training – Post
implementation

Unit-V CASE STUDY: Case studies on ERP in different companies

Suggested Readings:

1. Alexis Leon: Enterprise Resource Planning, Tata Mc Graw Hill.

2. S. Sadgopan: ERP A Managerial Perspective, Tata McGraw Hill.
3. Vinod Kumar Kard and Arid NK Venkaita Krishtean: E.R.P Concepts and Practice, Prentice Hall of India.
4. Luvai F Motiwallo, Jeff Thompson Enterprise Systems for Management – Pearson Education, 2009
5. Jyotindram, Enterprise Resource Planning, Himalaya Publishing House.

PAPER - III

SYSTEMS ANALYSIS AND DESIGN (MINOR)

Total hours : 4 per week

Credits : 4

Marks: 100

UNIT-I INTRODUCTION

Assuming the role of the systems analyst- Types of systems – Integrating Technologies for system- Need for systems Analysis and Design- Role of the system Analyst- System Development life cycle- using case tools-Upper and Lower case- Object oriented systems- Analysis and Design.

UNIT-II ORGANISATIONAL STYLES

Understanding organizational style and its impact on information systems- Depicting systems graphically – Use case modelling – Levels of Management – Organisational culture

UNIT-III PROJECT MANAGEMENT

Project Management – Project initiation- Determining Feasibility – Activity planning and control- Computer-based project Scheduling- Function point Analysis- Managing Analysis and Design activities.

UNIT-IV INFORMATION GATHERING

Information Gathering-Interactive methods-Interviewing-Joint Application Design-Using Questionnaires-Sampling-Investigation-Observing a Decision making behaviour

UNIT - V CASE STUDY : Case studies based on the above content

Suggested Readings:

1. System Analysis and Design by Kendall Kendall (seventh edition)
2. Analysis & Design of information systems by James A. Sen (second edition)
3. Sodzinger Jackson Burd: Systems Analysis & Design.

**SEMESTER – IV
PAPER – I
ENTREPRENEURSHIP DEVELOPMENT**

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

To develop entrepreneurial qualities among learners to prepare new entry strategies assessing them and exploit them with minimum risk and maximum return and make the learners as successful entrepreneurs.

Outcomes:

After learning the subject the learners will be able to start new enterprises with their innovative abilities and manage the organizations with sustainable competitive advantage and help the country by increasing the GDP and by providing employment opportunities in order to contribute for the development of nation.

UNIT – I ENTREPRENEURSHIP & ENTREPRENEURIAL DEVELOPMENT

Definition and Importance of Entrepreneurs – characteristics of entrepreneurs – Traits, skills and Classification – Entrepreneurial Behaviour and Motivation and culture .
Emerging Issues in Entrepreneurial Development – family Business Importance types – – strategies for improving the family business.

UNIT – II CREATIVITY AND FEASIBILITY PLANNING & EMERGING ISSUES.

Sources of New ideas – Methods of Generating ideas – Opportunity recognition – Feasibility planning – Fundamentals of a feasibility plan .

UNIT – III MANAGEMENT OF SMES

Financial Management – Sources of Finance – Working capital Management – Venture capital – Characteristics – Types of Ventures – Financing – Marketing Management – Product Development – Marketing communications – production Management – Materials Management – Human Resource Management in SMES.

UNIT – IV ENTREPRENEURIAL STRATEGIES

Generation of a New Entry opportunity – Assessing the attractiveness of a New entry opportunity – Growth strategies – Entry strategy for new entry exploitation – Risk Reduction strategies for New entry exploitation – Women Entrepreneurship – Concept – Empowerment – Factors governing women entrepreneurship – Rural Entrepreneurship.

UNIT – V CASE STUDY

Cases on family Business – success stories of entrepreneurs – venture capital

Suggested Readings:

1. Vasant Desai Dynamics of Entrepreneurial Development and Management, Himalaya Publishing house.
2. Robert Hisrich Michael Peters Dean Shepherd Entrepreneurship Tata McGraw Hill
3. Poornima Charantimath Entrepreneurship Development & Small Business Enterprises, Pearson Education
4. SK Mohanty Fundamentals of Entrepreneurship Prentice Hall of India

PAPER – II INTERNATIONAL BUSINESS

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

It provides an understanding of the latest trends taking place in the international business.

Helps the students to understand the implication of globalization and integration of economies of different countries.

Outcomes:

1. Students get opportunities to serve in the various organizations connected to international business.

2. In the era of globalization numerous issues involved in business/ economics integration and students gets an in-depth knowledge on the trends in business.
3. Students get espouser to international marketing strategies.

UNIT – I THE STRUCTURE AND STRATEGY OF INTERNATIONAL BUSINESS

An over view of International Business environment – International business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsiveness - Entry strategy and strategic alliances.

UNIT–II TECHNOLOGY AND KNOWLEDGE IN INTERNATIONAL OPERATIONS

Understanding technology – Technology transfer – The process of knowledge management in International organizations – Decision Making across borders and cultures – Mergers and acquisitions (M&A) – Ethics and social responsibilities of International firms.

UNIT – III ROLE OF MULTI NATIONAL ENTERPRISES (MNES)

How MNE's exploit market imperfections – Seeking markets, efficiency and knowledge – MNE's and life cycle of product – The MNE's and competitive advantage of nations – Guidelines for Managers of MNE's – The European union Bilateral Trade laws, Multilateral Trade laws – An over view of GATT/ WTO, IMF and World Bank.

UNIT – IV FUNCTIONAL OPERATIONS MANAGEMENT

International marketing Strategy – International HR Management Strategy – International Operations Management Strategy – International Financial Management Strategy.

UNIT – V - Cases in select MNC'S (Indian MNC'S) Competitive Behaviour – Entry strategies.

Suggested Readings:

1. K. Ashwathappa – International Business, Tata McGraw Hill, 2006.
2. P. Subbarao, International Business – Text & cases, Himalaya publishing house, 2009.
3. Manab Adhikary – Global business Management, McMillan, 2001.
4. Mike W Peng – International Business Sough – Western cengage learning, 2008.
5. Justin Paul – International Business – Phi learning.
6. Michael R Czinkota & Others – International Business, Engage Learning.
7. Charles WL Hill and Arun Kumar Jain – International Business – Competing in the Global market place, Tata McGraw Hill 2007.
8. Aravind V. Phatak, Rabi S. Bhagat & Roser J Koushikar – International Management, Tata McGraw Hill, 2007
9. Anant K. Sundaram & J. Steward Black – The International Business Environment: Prentice Hall of India, 1999.
10. Manab Thakur, Ganeeburton & BN Srivastava _ International Management (Concept & Cases) TATA McGraw, Hill Pvt. Ltd New Delhi
11. Richard M. Hodgetss, Fred Luthans & Janathan P. Doyh – International Management TATA McGraw, Hill Pvt. Ltd New Delhi
12. Cherunilam – International Business Text and Cases PHI Learning.
13. Sanjay Misra and YK Yadav – International Business text and cases PHI learning.
14. Daniels, Radebaugh & Sullivan – International Business Environment & Operations – Pearson Education.

PAPER - III
BUSINESS LAWS AND ETHICS

Total hours : 4 per week

Credits : 4

Marks: 100

Objective: To give an insight into the Business laws and Ethics and to Prepare Students to gain knowledge in Business Laws effectively

Outcomes

- Students will understand the Contract Act and its validity.
- Students can acquire the knowledge of Sale of Goods and Performance Contract.
- They can evaluate the importance of Companies Act and its features.
- To understand the Ethics and morals in Business CSR and Decision making.

To develop the knowledge of Foreign exchange risk management

UNIT – I INDIAN CONTRACT ACT.

Nature of Contracts – Offer – Acceptance – Consideration – Capacity of parties – Free consent – Legality of object and consideration – Contingent contracts – Quasi contracts – Performance of contract – Discharge of contract – Remedies for Breach of Contract.

UNIT–II SALE OF GOODS ACT, NEGOTIABLE INSTRUMENTS ACT &THE INFORMATION TECHNOLOGY ACT 2000.

Essentials of contract of sale – Goods and their classification – price – Conditions and warranties – Transfer of title – Performance of contract of sale of goods – unpaid seller and his rights – Types of negotiable instruments – Holders and Holder in due course-Information Technology Act2000-features.

UNIT – III ELEMENTS OF COMPANY LAW.

Indian Companies Act 1956. Formation of a company – Managing Director and his role – General meetings and proceedings-Doctrine of ultravires-winding up of companies.

UNIT – IV BUSINESS ETHICS

Definition – Importance of Ethics in Business – Distinction between values and Ethics – Morality and professional Ethics – Ethical Dilemmas – Ethical Decision making in Business – Role of corporate Governance, corporate social Responsibility (CSR) and other influences in creating an ethical organization - codes of conduct – Ethics committee.

UNIT – V: Cases in Corporate Governance & Corporate social Responsibility-

Suggested Readings:

- 1 Maheshwari & Maheshsari : A manual of Business Laws, Himalaya Publishing House.
- 2 D. Chandra Bose : Business Law.
PUI Private Limited, New Delhi.
- 3 A.C Fernando : Business Ethics – An Indian perspective Pearson Education.
- 4 Manuel G. Velasquez : Business Ethics – Concepts and cases prentice Hall of India pvt. Ltd,
2008.
- 5 S.S Gulshan : Business Laws – Excel Books, New Delhi.
- 6 N.D. Kapoor : Business and Economic Laws, Sulthan Chand
- 7 Kapur and Gulshan : Business Laws, Sulthan Chand
Tulsion P.C : Business Law TATA McGraw, Hill Pvt. Ltd New Delhi

Semester – IV
FINANCIAL MANAGEMENT
Electives, Paper – I
INTERNATIONAL FINANCIAL MANAGEMENT
(Major)

Total hours : 4 per week

Credits : 4

Marks: 100

Objective: To give an insight into the International Financial Management and to Prepare Students to gain knowledge in International Finance effectively

Outcomes

- Students will understand the role of International Finance in organizing and managing International Business activities.

- Students can acquire the knowledge of International Financial system and its Environment.
- They can evaluate the importance of Foreign exchange market and its components
- To understand the theories of Foreign exchange and Foreign exchange transactions
- To develop the knowledge of Foreign exchange risk management

UNIT – I : International Financial System

Meaning, Scope & Importance, International financial environment, components of International financial system, the emerging challenges – International Financial Institutions – World Bank, IMF, Finance function in Global contest – Fixed and Floating system- Balance of payments. (Theory)

UNIT – II : Foreign Exchange Market:

Need for Foreign exchange market -Participants in the Foreign exchange market-Quotations- Two-way quote -Settlements-Foreign exchange rates-Theories determining exchange rates, determinants of outright rates , Arbitrage operations in foreign markets, FEMA (theory &problems).

UNIT – III :Foreign Exchange Transactions:

Merchant business -Base rate- Ready rate for buying and selling transactions - Forward buying and selling transactions-Two currencies and three currencies-Execution of foreign exchange contracts(Theory &Problems)

UNIT – IV :Foreign Exchange Risk Management:

Meaning -Types of risks-Translation, Transaction, and Economic exposure -Hedging strategies- International Capital markets - ADR's GDR's - Foreign capital budgeting decisions-Tax implications (Theory and Problems)

UNIT – V : Case Analysis:

Case analysis – Risk management, foreign exchange rates – spot – Forward and cross rates.

Suggested Readings:

1. Madhu Viji International Financial Management

2. C .Jeevanandam Foreign Exchange Arithmetic, SultanChand and sons
3. P.G. Apte International financial Management Second Edition Tata McGraw Hill
4. A.K Seth International Financial Management, Galgotia publishing company
5. C .Jeevanandam Foreign Exchange Arithmetic, SultanChand and sons

PAPER – II
STRATEGIC FINANCIAL MANAGEMENT
(MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

1. To help the students to acquire fundamental knowledge of financial planning and capital structure concept in concern.
2. To understand the corporate acquisition and corporate valuation through valuation of firm.

Outcomes: To acquire the knowledge of investment and securities traded in financial market, corporate acquisition and corporate valuation through valuation of firm.

UNIT – I INTRODUCTION STRATEGIC FINANCIAL PLANNING

Corporate strategy for growth – Regulatory frame work – Understanding debt – Rights issue – IPO – Private placement – Venture capital (Theory only).

UNIT – II CAPITAL STRUCTURE PLANNING

Estimating financial requirements – EBIT – EPS Analysis – Indifference point – PECK theory, Hypothesis – Beta (simple problems).

UNIT – III CORPORATE ACQUISITION

Types of Acquisition – Mergers – Takeovers – Exchange Ratio – Valuation of firm – consolidated balance sheet – P/E Ratio (simple problems).

UNIT – IV CORPORATE VALUATION

Approaches – Valuation based on EFCF – DCF (simple problems) – corporate financial strategies during inflation – sickness – corporate risk management – Corporate Restructuring

UNIT – V CASE ANALYSIS

Case studies analysis on corporate acquisition – Merger – Take over – Case analysis on EBIT- EPS – Indifference point.

Suggested Readings :

- | | |
|----------------------|---|
| 1. Coper and Weston | Financial theory and Corporate policy |
| 2. Braley and Myers | The Principles of Corporate Finance McGraw Hill |
| 3. Prasanna Chandrai | Financial Management theory and practice |
| 4. I.M Pandey | Financial management Vikas Publishers New Delhi |

**PAPER – III
CORPORATE TAXATION AND PLANNING
(MINOR)**

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

1. To understand the basic concepts and definitions under the Income Tax Act 1961
2. To acquire knowledge about computation of Income under different heads of Income of Income tax Act 1961.
3. To acquire knowledge about the submission of Income tax Return, Advance Tax, Tax deducted at source, Tax collection authorities.
4. To prepare students competent enough to take up to employment in tax planner.

Outcome: They will apply the concepts in business.

UNIT – I FUNDAMENTALS

Basic concepts, assessee, person, Income, total income, assessment year and previous year, residential status of a company – incidence of tax – incomes exempt from tax applicable to corporate assesses.

UNIT – II COMPUTATION OF INCOME

Computation of Income from house property, income from business, capital gains and income from other source with reference to corporate assesses (problems).

UNIT – III WEALTH TAX

Corporate taxation – Need, nature and scope – computation of taxable income – Carry forward and setoff of losses (problems) deductions from gross total income applicable to corporate assessee (problems) – Tax incentives applicable to corporate assesses – Problems on computation of taxable income of a company.

UNIT – IV TAX PLANNING & MANAGEMENT

Tax considerations in special areas & Tax planning.

- a) Tax implications of foreign investments and collaborations.
- b) Mergers and amalgamations of companies
- c) Capital structure and dividend policies
- d) New industrial undertakings and tax relief.
- e) Personnel compensation plans.

Tax planning : concept of tax planning, tax avoidance, tax evasion, and tax management – significance of a tax planning – Recognised methods of tax planning applicable to corporate assesses.

UNIT – V : Case study : problems on computation of total income of a company.

Suggested Readings:

1. Direct Taxes, Law and practice – B Prasad Vishwaprakasham Newdelhi
2. Direct Taxes - Singhanian

(MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Course objectives:

*To help the students to understanding the introduction to the global marketing and economic environment

*To help the students to understanding the global marketing opportunities

*To help the students to understanding the global marketing strategies and global pricing

* To help the students to understanding the concept of global logistics

* To help the students to understanding the channel design and logistics

Course outcomes:

*The students will be able to understand the global marketing

*The students will be able to understand the multinational market regions

*The students will be able to understand the global pricing

* The students will be able to understand the global sales promotion strategies

UNIT – I INTRODUCTION TO GLOBAL MARKETING

Global Marketing – Concepts – key concepts Evolution of Global Marketing Drivers towards Globalization – Global Marketing objectives – Theoretical Foundations - Country specific Advantages – Firm specific advantages Global Marketing environment – Economic Environment – Political and Legal Environment – Cultural Environment – Analyzing Global Marketing Environment

UNIT – II GLOBAL MARKET SELECTION

Global Market Selection and Entry Strategies – Assessing Global Market Opportunities – Country Attractiveness – Understanding local customers – Multinational market regions – Global Segmentation and positioning.

UNIT – III GLOBAL MARKETING STRATEGIES

Global Marketing strategies – Global Products and services – standardization VS localization – Global Product lines – Global Brand Management – Global pricing – Financial issues – Transfer pricing – Counter trade – Global Pricing policies.

UNIT – IV GLOBAL PROMOTION STRATEGIES

Global promotion strategies – promotion s competitive Advantage – pros and Cons of Global Adverting – Global Adverting – Global Advertising Decision s- Global sales promotion Direct Marketing – Global Distribution – Rationalizing Local Channels – Global Logistics – Global Channel Design.

UNIT – V CASE STUDY

Cases in Global Market Selection and Entry Strategies – Environmental Analysis – Segmentation and Positioning – Brand Management – Pricing – Advertising – Channel Design and Logistics.

Suggested Readings:

- 1 Johnny K. Johansson : Global Marketing – Foreign Entry, Local Marketing and Global Management – TATA McGraw, Hill Pvt. Ltd New Delhi
- 2 Kate Gillespie, Jean Pierre : International marketing – Cengage learning – New Delhi 2009.
Jeannet, H. David
Hennessey
- 3 Philip R Cateora John L : International Marketing – TATA McGraw, Hill Pvt. Ltd New Delhi
Graham, Prashat Salwan

Paper - II RURAL MARKETING (Major)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Obtained conceptual clarity about the fundamental rural marketing concepts, agricultural marketing and challenges and also rural marketing strategies.

UNIT – I INTRODUCTION TO RURAL MARKETING.

Meaning and Definition – Nature and Characteristics of rural marketing- Challenges and Opportunities- Rural V/s Urban Marketing – Problems – Rural consumer behavior- buying decision process-- characteristics of rural consumer – Factors influencing rural consumer.

UNIT – II AGRICULTURAL MARKETING - I

Definition-functions- Objectives of rural marketing- challenges- types of agricultural markets-regulated markets- marketing system- marketing agencies- marketing channels.

UNIT – III AGRICULTURAL MARKETING - II

Constitutes of rural marketing- commodities in agricultural marketing- growth-Co-operative marketing institutions - importance of agricultural marketing in economic developing.

UNIT – IV RURAL MARKETING STRATEGIES AND INNOVATIONS IN RURAL MARKETING

Rural Product strategies – Rural pricing strategies – Rural distribution strategies – Rural promotional strategies – Rural retailing – types of retail outlets- role of retailers- government initiated retail outlets.

UNIT – V CASE STUDY

Cases in Marketing of Rural inputs– Agriculture Procedure – Rural Marketing Strategies – Marketing to Rural Markets.

Suggested Readings :

- 1 Balram Dogra and Karminder Ghuman: Rural Marketing- Concepts and practices , Tata McGraw Hill
- 2 CNG Krishnama Charyulu and Laltha Ramakrishnan: Rural Marketing – Text and cases, Pearson Edn.
- 3 RV Badi and NV Badi: Rural Marketing : Himalaya
- 4 R. Krishna Murthy: Introduction to Rural Marketing: Himalaya
- 5 CK Prahlad: The Future of the Bottom of the pyramid: Pearson Edn.
- 6 Y. Ramakrishna: Rural and Agricultural Marketing : JAICO
- 7 UC Mathur: Rural Marketing – Text and cases : Excel Books
- 8 Gopala Swamy: Rural Marketing AH Wheler and co.
- 9 Rajagopal : Rural Marketing : Rawat Publication.
Pradeep Kshyap and Siddhartha Raut: Rural Marketing in India.

PAPER - III SERVICES MARKETING (MINOR)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Understand the service marketing concept, service marketing mix and strategies of service marketing and also marketing of tourism and travel.

UNIT – I INTRODUCTION TO SERVICES MARKETING

Meaning and Definition of Service Marketing Nature – Classification of services – Characteristics of Services – Recent Trends in Service Marketing – Problems and Challenges in Service Marketing.

UNIT – II SERVICES MARKETING MIX

Traditional 4p's – product – pricing – Promotion and physical Distribution – Extended marketing mix 4P's physical evidence – People and process.

UNIT – III MARKETING STRATEGIES

Marketing Strategies for Service Firms – Interactive marketing and Relationship marketing – Service Strategies – product support services.

UNIT – IV MARKETING OF TOURISM AND TRAVEL

Marketing of Tourism and Travel Services – Tourism Marketing strategies – Hotel marketing (Hospitality marketing) Products – Marketing of Transport services Airways, Railways, and Road Ways – Marketing strategies for financial and other services: Marketing of Financial & Banking Services – Marketing of Insurance Services.

UNIT – V CASE STUDY

Cases in Marketing Strategies of Service Firm – Tourism and Travel Services – Hospitality Marketing – Financial Services (including Banking and Insurance Services) Marketing.

Suggested Readings:

- 1 Ravi Shanker : Services Marketing, Excel Marketing.
- 2 Love Lock Christopher H : Services Marketing, Prentices Hall of India.
- 3 Philip Kotler & Clarke N : Marketing for Health care Organizations
Robert
- 4 Rajendra & Nargundkar : Services Marketing, TATA McGraw, Hill Pvt. Ltd New Delhi
- 5 Ziethman & Others : Services Marketing, Pearson Education
- 6 K. Douglas Hoffman & Others : Servicing Marketing, Himalaya Publishing house.
- 7 Hoffman & Others : Essentials of Services Marketing,
Thomson.
- 8 Thina Harrison : Financial Services Marketing, Person Education.
- 9 Ram Mohan : Services Marketing, Tata McGraw Hill co.
- 10 Venugopal : Services Marketing, Himalaya Publishing House.
Verma : Services Marketing, Pearson Education

Semester – IV
HUMAN RESOURCE MANAGEMENT
Electives
PAPER - I
STRATEGIC HUMAN RESOURCE MANAGEMENT
(Major)

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Obtained conceptual clarity about the strategy and tools of strategy which is useful for the employees and their training and development and also to improve their skills.

UNIT – I HUMAN RESOURCE STRATEGY :

Importance of Human Resource Strategy – Human Resource contribution to strategy.
Organisational learning – Human Resource Manager and Strategic Planning.

UNIT – II STRATEGY IMPLEMENTATION

Work-force utilization and employment practices – Efficient utilization of Human Resource –
Selection of employees.

UNIT – III STRATEGY FORMULATION

Reward and Development System – Strategic oriented compensation system. Human Resource
Evaluation – Overview of evaluation – Approaches of evaluation.

UNIT – IV STRATEGIC HUMAN RESOURCE DEVELOPMENT

Strategic Human Resource Development and its linkages with strategic Business planning (SBP)
organizing and structuring of Human Resource Development in an organization – Building core
competencies through Human Resource Development – Competency mapping approaches.

UNIT – V Cases in Human Resource Strategy – Down sizing succession and Technology
Adaptation – Outsourcing strategies.

Suggested Readings

1. Jeffery A Mello Strategic Human Resource Management, Cennage learning Indian Pvt. Ltd. New Delhi, 2008.
2. R. Venugopal, Contemporary strategic Management, Vikas Publishing House Pvt. Ltd. 2000.
3. Richard Regic, Strategic Human Resource Management and Development, Excell Books, New Delhi, 2008.
4. Charies R. Grees, Strategic Human Resource Management – A General Managerial Approach, Second Edition, Pearson Education Asia, 2007.
5. R. Srinivasam, Strategic management – The Indian Context, Prentice Hall of India Pvt. Ltd. New Delhi, 200

**PAPER - II
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(MAJOR)**

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

Provides managerial skills, talent, knowledge and aptitudes of HR to managers and employees.

Gives an opportunity to know the trends in global business operation vis-à-vis management techniques.

Outcomes:

1. Students of IHRM get an opportunity to serve in the international organizations.
2. This subject provides an in-depth knowledge on the recruitment, training and development aspects of human resources employee at international organization.
3. In the era of globalization, privatization and liberalization, the remand for human resources to manage the situation in effective and productive manners help the students to enrich their capabilities.

UNIT – I: BASICS OF INTERNATIONAL HRM

Importance – Definition, Nature, Scope and components of IHRM strategy, Functions, Objectives, Problems – IHRM – Compared with domestic HRM – Growing interest in IHRM – Three Dimensions of IHRM activities – Functional positioning and organizational context of IHRM – Approaches to the study of employment policy across countries

UNIT – II: THE FUNCTIONAL ASPECTS OF IHRM

Process in IHRM Staffing patterns of the International managers/ Approaches to Multinational staffing decisions – Selection criteria and technologies competencies needed for global managers.

UNIT – III: IHRM PRACTICES IN SELECTED COUNTRIES

Culture and Indian Managers – Indian Managers – Responses to HR Practices across the world implication for multinationals – MNC's skill based approach and staff training and Development priority – The global managers and Future Organizations
The American Model of HR Management – Recent trends in HR Development in USA– Japanese style of HR Management – Implications for Managers – Reward system across cultures.

UNIT – IV: SPECIAL ISSUES IN IHRM

of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of Information technology on Human Resource Management – Women Expatriates and their problems- Exit policy and practices – quality of work life & productivity.

UNIT-V

Cases on Culture Difference and Management of Human Resource in Multinational Companies and Global Managers

Suggested Readings:

- 1 P.L. Rao : International Human Resource Management – Text and cases
Excel books – New Delhi.

- | | | | |
|---|-------------------------------------|---|---|
| 2 | K. Aswathappa
Sadhna Dash | : | International Human Resource Management Text and Cases
Tata McGraw Hill Publishing Company Ltd |
| 3 | P. Subba Rao | : | International Human Resource Management
Himalaya Publishing House |
| 4 | Peter J. Dowling
Denice E. Welch | : | International Human Resource Management
4 th Edition Thomson Learning USA |
| 5 | Dr. Nilanjam Sengupta | : | International Human Resource Management
Excel Books, new Delhi |

**PAPER - III
LABOUR LAWS
(MINOR)**

Total hours : 4 per week

Credits : 4

Marks: 100

Objectives:

The objective of labour laws is to bring exposure to students on various labour laws and their relevance in practice in industrial organizations.

Outcomes:

Knowledge of different labour laws will enable the management post-evaluates to understand how all these laws are implemented in corporate business organization in achieving industrial excellence and efficiency in terms of industrial productivity.

UNIT – I INTRODUCTION:

Origin, Objectives and Classification of labour – Impact of Labour Laws on HR Management, and Industrial Relations, Labour Laws, Indian Constitution and International labour organization (ILO)

UNIT – II LAWS RELATED TO INDUSTRIAL RELATIONS AND WORKING CONDITIONS

Indian Factories Act 1947 - Child Labour Act 1986 - Trade Union Act 1928 - Industrial Dispute Act 1947.

UNIT – III LAWS ON WAGES

Minimum Wage Act 1948 - Payment of Wages Act 1938 - Payment of Bonus Act 1965.

UNIT – IV LAWS ON LABOUR WELFARE

Workers Compensation Act 1923 - Payment of Gratuity Act 1972 - Employee State Insurance Act 1948

UNIT-V CASE STUDY

Cases on Management of Trade unions – Industrial Disputes and ESI

Suggested Readings:

- 1 P.L. Malik : Industrial law.
Estron Book Comp - Luknow.
- 2 I.A. Saiyed : Labour Laws Himalaya Publishing House
- 3 B.D. Singh : Industrial Relations and Labour Laws
EXCEL Books – New Delhi.
- 4 Tulsian : Business Law Tata McGraw Hill, 2008
- 5 Pathak : Legal Aspects of Business
Tata McGraw Hill, 2007

- 6 Malik P.L. : Industrial Dispute Act 1947 (Annotated)
Estron Book Company, Lucknow.

- 7 Srivathsava K.D.
Choudary U.K. : Payment of Bonus Act 1965
Trade union Act 1926
- 8 Srivethsava K.D. : Commentaries on Minimum Wages Act 1948
- 9 K.D. Srivastava : Commentaries on Factories Act 1948
Estern Book Centre
- 10 Sinha : Labour Laws, person Education.

SEMESTER – IV
SYSTEMS MANAGEMENT
ELECTIVES
PAPER – I
DISTRIBUTED COMPUTING AND APPLICATIONS
(MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

UNIT-I INTRODUCTION

Introduction – Definition - the history of distributed computing – Different forms of computing – the strengths and weakness of distributed computing – Basics of operating systems- Network basics– s/w engineering basics.

UNIT-II INTER PROCESS COMMUNICATION

Inter process communication- An archetypal IPC program interface – event synchronization- Timeouts and threading- Deadlocks and timeouts – Data representation- Data encoding – Text – Based protocols- Request Response protocol-Event Diagram and sequence diagram – connection oriented Vs Connectionless IPC- Evolution of paradigms for interprocess communication.

UNIT-III DISTRIBUTED COMPUTING PARADIGM

Distributed computing paradigm – paradigms and abstraction – An example application – Paradigms for distributed applications - Trade offs.

UNIT-IV CLIENT SERVER PARADIGM

Client-server paradigm- Client- server paradigm issues – Software engineering for a N/w service-connection oriented and connection less server - Iterative server and concurrent server- stateful servers.

UNIT-V CASE STUDY

1. Online Auctioning System, 2. A software system for an organization to track expense records, 3. Any other case studies based on covered syllabus

Suggested Readings:

1. Distributed computing principles and applications by M.C. Liu. (Pearson education)
2. Distributed Databases principles & Systems by Stefanoceri, Ciaeppe pelagatti Fater Mc Graw Hill Edition
3. Principles of distributed Database systems by M. Tamer Ozel Patrick valderiez (Pearson education)

PAPER - II DATA WAREHOUSING AND MINING (MAJOR)

Total hours : 4 per week

Credits : 4

Marks: 100

UNIT - I INTRODUCTION

Introduction: Data Mining Functionalities – Classification of Data Mining systems – Data Mining Task Primitives – Integration of a Data Mining system with a Database or DataWarehouse system – Major issues in Data Mining

UNIT - II DATA PROCESSING

Data Processing- Descriptive data Summarization – Data Cleaning – Data Integration and Transformation – Data Reduction – Data Discretization and Concept Hierarchy generation

UNIT - III DATA WAREHOUSING

Data ware house and OLAP Technology – an overview – A Multi dimensional data model – Data Ware House Architecture

UNIT - IV DATA MINING

Mining Frequent patterns, Association and Co-relation – Basic concept and a Roadmap - Efficient and scalable frequent item set Mining methods
Classification and Prediction – Issues regarding classification and Prediction

Unit- V Case study based on Data Warehouse Concepts given above

Suggested Readings :

1. Jiaweihan and Micheline Kamber: Data Mining Concepts and Techniques
2. Richard J.Roigel , Michael W.Geatz, Data Mining – A tutorial based primer – Pearson Education, New Delhi,2005
3. Tan – Data Mining, Pearson Education

PAPER – III DATA COMMUNICATIONS AND NETWORKING (MINOR)

Total hours : 4 per week

Credits : 4

Marks: 100

UNIT - I INTRODUCTION

Data Communications – Components - Data Representations - Data Flow - Networks - Distributed Processing, Network Criteria - Physical Structures - New work models - Categories of Networks - Interconnection of Networks - The Internet-Protocol and Standards.

UNIT – II NETWORK MODELS

Network Models - Layered tasks - OSI model- Layered architecture- Peer-to peer processes- encapsulation layers in the OSI model- TCP/IP Protocol suite- Addressing

UNIT-III DATA AND SIGNALS

Data and Signals - Analog and Digital - Periodic Analog Signals - Digital Signals - Transmission Impairment - Data Rate Limits – Performance..

UNIT-IV BANDWIDTH UTILISATION

Bandwidth Utilization: Multiplexing and Spreading – Multiplexing- Spread Spectrum- Guided Media- Unguided media- Wireless- Radio waves- Micro Waves- Infra red.

Unit-V CASE STUDY

Design Network for an Organization Based on Topologies

Suggested Readings:

1. Data Communication and Networking by Behraaz A Forouzan (Fourth edition) McGraw Hill Companies
2. Communication Networks Principles and Practice by Sumit Kasua/ Nishil Narang Sumita Narang.
3. Tomasi – Introduction to Data Communications & Networking, Pearson Education.
4. William A Shay: Understanding Data Communications & Networks, Vikas Publishing.
5. William Stallings: Data and Computer Communications, Pearson Education.