

**COURSE CURRICULUM & REGULATIONS GOVERNING**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**DEGREE COURSE**  
**W.E.F 2011**

**REGULATIONS**

**1. Course Title**

The course shall be called 'Master of Business Administration Degree Course'. The duration of the course is two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

**2. Eligibility for Admission**

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the course shall be done as per rules of the University and Government of Karnataka.

**3. Course Content and Instruction**

- a) **Course content:** The course comprises of subjects of study, internship, project work and field work as prescribed. Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practicals, summer internship, factory visits etc.
- b) **Summer Internship:** After the second semester examination students shall undertake team based summer internship and prepare a report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester failing which the student shall not be permitted to join the third semester.
- c) **Final Project:** During the third and fourth semesters each student shall undertake project work and prepare project report strictly in accordance with the guidelines in their elective area under the supervision of a faculty. The students are required to maintain a project work diary to be submitted for evaluation. The project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination.

**4. Attendance and Conduct**

The Course is a full time course and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to write the examination in the concerned subject.

**5. Examination**

Each subject is divided into internal assessment (IA) and end term examination with marks allocated as shown in the table. Internal assessment must be spread over sixteen weeks allowing reasonable interval between assessments. IA marks shall be awarded on the basis

of announced and surprise tests, term papers / seminars / quizzes / case discussions and computer practicals. The breakup of assessment marks will be as follows:

- |   |            |
|---|------------|
| a. Announced test                         | – 05 Marks |
| b. Surprise test                          | – 05 Marks |
| c. Term paper / seminar / case discussion | – 10 Marks |
| d. Viva-voce                              | – 05 Marks |

**Total – 25 Marks**

There shall be a term end examination of 3 hours duration for each subject at the end of each semester (excepting project report).

**6. Evaluation of Project Reports**

1. Summer internship report **will be evaluated by two examiners for 50 marks under central valuation** and project work diary will be evaluated for 50 marks through internal valuation.
2. Students shall have to submit a work diary and synopsis of the proposed project work, to be evaluated for 50 marks by the concerned guide, before the commencement of third semester examination failing which he/she will not be allowed to appear for the third semester examination.
3. Each project report is evaluated for 75 marks by internal and external examiners. The guide ordinarily shall be the internal examiner.
4. A viva-voce for 25 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

**7. Declaration of Results**

The declaration of results shall be made as follows:

- a. Minimum for a pass is 40% of the marks in each examination paper and 50% of the marks in the aggregate of four semesters. There is no minimum for internal assessment, and summer internship report.
- b. The minimum for a pass in Final project report is 30/75 marks and there is no minimum for viva-voce.
- c. Carryover is permitted as per University regulations.
- d. Declaration of grades shall be done after the fourth semester examination on the basis of aggregate marks of all semesters. The declaration shall be made as follows:

Grade A1 – 70% and above in the aggregate

Grade A – 60% and above but less than 70% in the aggregate.

Grade B – 50% and above but less than 60% in the aggregate

Grade F – Less than 50% in the aggregate (FAIL)

Declaration of results in the case of REPEATERS shall be done according to general rules of the University.

**8. Instructions**

Three hours of lectures per week per paper. Project work guidance to ten students is considered equivalent to three hours of lectures per week.

**COURSE CURRICULUM & REGULATIONS GOVERNING**  
**MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE COURSE**

**COURSE STRUCTURE**

Sl No	First Semester	Credits*			Marks		
	Subjects	(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Management Concepts & Theories	1	1	2	25	75	100
2.	Organizational Behaviour	2	1	3	25	75	100
3.	Business Environment	1	1	2	25	75	100
4.	Managerial Communication	1	2	3	25	75	100
5.	Managerial Accounting	2	2	4	25	75	100
6.	Managerial Economics	2	1	3	25	75	100
7.	Statistics for Management	2	2	4	25	75	100
	<b>Total</b>	<b>11</b>	<b>10</b>	<b>21</b>	<b>175</b>	<b>525</b>	<b>700</b>

Sl No	Second Semester	Credits*			Marks		
	Subjects	(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Marketing Management	2	1	3	25	75	100
2.	Human Resource Management	2	1	3	25	75	100
3.	Corporate Finance	2	2	4	25	75	100
4.	Quantitative Methods	2	2	4	25	75	100
5.	Legal aspects of Business	2	0	2	25	75	100
6.	Operations Management	2	1	3	25	75	100
7.	Management Information Systems	1	2	3	25	75	100
	<b>Total</b>	<b>13</b>	<b>9</b>	<b>22</b>	<b>175</b>	<b>525</b>	<b>700</b>

	Third Semester	Credits*	Marks
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Sl No	Subjects	(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Project Management	1	2	3	25	75	100
2.	Entrepreneurship	1	1	2	25	75	100
3.	Elective – I	2	2	4	25	75	100
4.	Elective – II	2	2	4	25	75	100
5.	Elective – III	2	2	4	25	75	100
6.	Project Work Diary	0	3	3	50	---	50
7.	Summer Internship Report	---	---	---	50	---	50
	<b>Total</b>	<b>8</b>	<b>12</b>	<b>20</b>	<b>225</b>	<b>375</b>	<b>600</b>

Sl No	Fourth Semester	Credits*			Marks		
	Subjects	(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Strategic Management	2	1	3	25	75	100
2.	Elective – IV	2	2	4	25	75	100
3.	Elective – V	2	2	4	25	75	100
4.	Elective – VI	2	2	4	25	75	100
5.	Elective – VII	2	2	4	25	75	100
6.	Project Report	0	3	3		75	75
7.	Project Viva-voce	---	---	---	---	25	25
	<b>Total</b>	<b>10</b>	<b>12</b>	<b>22</b>	<b>125</b>	<b>475</b>	<b>600</b>

\*L=Lecture – 1 hour of lecture per week for 15 weeks = 1 credit  
P/S/F=Practicals/Seminars/Field Work – 2 hours of practicals / seminars / field work per week for 15 weeks = 1 credit

**Elective Areas:**

1. Marketing (M)
2. Finance (F)
3. Human Resource Management (HRM)
4. International Business (IB)
5. Information Systems (IS)
6. Tourism & Travel Management (TTM)
7. Health Care Management (HCM)
8. Small Business Management & Entrepreneurship (SBM&E)
9. Retailing & Supply Chain Management (R&SCM)
10. Banking & Insurance (B&I)

## SYLLABUS

### FIRST SEMESTER

#### 1.1 Management Concepts & Theories

##### Learning objectives:

- To understand the functions and responsibilities of managers.
  - To provide them tools and techniques to be used in the performance of the managerial job.
  - To enable them to analyze and understand the environment of the organization.
  - To develop cognizance of the importance of management principles.
1. **Management:** definitions, nature and scope of management, functions and process of management, evolution of management theory from Taylor, Fayol, Drucker to the present. Growth of professional management in India. Ethics in management.
  2. **Managerial Planning:** planning process, types of plans, strategic vs. operational plans, models of strategy formulation, linking strategy to structure.
  3. **Decision Making:** managerial decision-making process and models, steps in rational decision-making, creativity and group decision-making.
  4. **Organizations:** organizational theories and design, various forms of organization structures, span of management principles of coordination, authority, power, delegation and decentralization.
  5. **Managerial Control:** relationship between planning and control- limitations of control, types of control systems and techniques – management by exception, budgetary control, functional and dysfunctional aspects of budgetary control, internal control systems, internal audit and management audit.

##### References:

- ✦ *Essentials of Management*-Koontz and O'Donnell. E-McGraw Hill,
- ✦ *Introduction to Management*-Fred Luthans-McGraw
- ✦ *The Practice of Management*-Peter.F.Drucker
- ✦ *Management*- Stoner, Freeman and Gilbert
- ✦ *Management*- Griffin
- ✦ *Management*- Holt
- ✦ *Management- Tasks and Responsibilities*- Peter. F. Drucker

- ✦ *Professional management*- Theo Haimann
- ✦ *Organization Theory and Design* – Richard L.Draft
- ✦ *Management* - Richard L.Draft
- ✦ *People and Performance* by Peter F.Drucker

#### 1.2 Organizational Behavior

##### Learning Objectives:

- To help the students develop cognizance of the importance of human behavior.
  - To enable students to describe how people behave under different conditions and understand why people behave as they do.
  - To analyze the complexities associated with management of the group behavior in the organization.
  - To enable students to synthesize related information and evaluate options for an optimal solution in prediction and control of human behavior at work.
1. **Fundamentals of Organizational Behavior:** evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior,
  2. **Individual Dimensions in Organizational Behavior:** individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.
  3. **Group Dynamics:** group behavior, team development, group cohesiveness – group decision making process, , Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.
  4. **Motivation:** theories and models of motivation, Leadership, theories of leadership & leadership styles.
  5. **Management of Change:** resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture., learning organizations.

##### References:

- *Organizational Behavior* – Robbins.
- *Organizational Behavior*- Fred Luthans
- *Human Behavior at Work*- Keith Davis
- *Organizational Theory and Design* – Daft
- *The Fifth Discipline*- Peter Senge
- *The Seven Habits of highly Effective People*- Stephen Covey
- *Understanding Organizational Behaviour* – Uday Parekh
- *The Five Minds*-Howard Gardner
- *All the books by Edward De Bono*
- *Work in the 21<sup>st</sup> Century* – Landy and Jeffrey

### 1.3 Business Environment

#### Learning Objectives:

- It helps the students to understand the state of Indian Economy and list the major economic policy issues:
  - It helps to understand trends in GDP
  - It helps to understand role of financial institutions and commercial banks in India.
  - It helps to evaluate the role of FDI and FIIS in the Indian economy.
1. **Business as a social system:** internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Issues in corporate governance.
  2. **Economic Structure of India:** economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.
  3. **Monetary and Fiscal System of India:** overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, NBFC's. Financing of exports and imports, EXIM and ECGC. Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.
  4. **Indian Society, Culture and Politics:** social problems of India, Impact of modernization on Indian society, demography, gender, environmental issues.
  5. **International Business Environment:** India as a player in the International market place – its position and prospects, the role of multi-national companies in India. FDI & FII's in India.

#### References:

- *Business Environment* – C.A.Francis
- *Business, Government & Society* – Arthur Gold Smith.
- *Ethical choices* - shekar
- *India Development Reports*
- *India in Transition* – Jagdish Bhagwathi
- *India's Economic policy* – Bimal Jalan
- *Is there a Indian way of thinking* – A.K.Ramanujam
- *A Million Mutinies*- V.S.Naipual
- *International Business Environment* by Daniels & Radbaugh
- *India in the Era of Economic Reforms* – Sachs, Jaffrey, Varshney, Ashutosh and Rajpai, Nirupam, New Delhi, Oxford, 1999.
- *Fiscal Policy, Public Policy and Governance* – Shome, Parthasarathi

- *Eight Lectures on India's Economic Reforms* – Srinivasan.T.N
- *Fiscal Policy Developments in India 1950-2000* – Sury
- *India's Economic Performance and Reforms : A Perspective for the New Millenium* – Swamy, Subramanian
- *Imagining in India* – Nandan Nilekani

### 1.4 Managerial Communication

#### Learning Objectives:

- To introduce the key concepts of communication, theory, strategy and implementation within an Organizational setting.
  - To develop skills in applying the learnt concepts to realistic situations in a variety of Workplace environments.
  - Writing business documents that are inviting to read, easily understood and logically argued.
  - To enhance the ability to prepare and deliver effective presentations and pitches to suit various business scenarios.
1. **Introduction:** nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening
  2. **Communication for Problem Solving:** problem solving–communication model for case analysis and reporting in detail. Group discussion, in-class / workshop exercises and assignments.
  3. **Writing Skills:** exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.
  4. **Oral Communication:** exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes.
  5. **Business Presentations:** hands-on with excel and office power point.

#### References:

- *Better Business Communication* – Denish Murphy
- *Written Executive Communication* - Shurter
- *Model Business Letters* - Gartside.
- *Business Communication* – Lesikar – Pettit - Flattery.
- *MLA's Handbook*.
- *Business Research Methods*- Cooper and Schneider
- *Business Research Methods* – Zikmund

## 1.5 Managerial Accounting

### Learning Objectives:

- This course aims at acquainting students with the basic principles of accounting and accounting practices.
  - It aims at providing a basic framework to solve the accounting problems.
  - It provides an understanding of financial statement analysis using EXCEL
  - It also provides an overview of Cost accounting.
1. **Introduction to Accounting:** meaning, accounting concepts and conventions –Financial Accounting V/s Management Accounting – Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, merchandizing manufacturing and service businesses using Excel.
  2. **Company Final Accounts in India:** requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports and its contents.
  3. **Financial statement Analysis:** techniques of financial statement analysis: Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel.
  4. **Excel applications:** preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel
  5. **Cost accounting:** elements of Costs, Classification of costs, Preparation of Cost Sheet, Cost accounting systems: Job costing, process costing, contract costing and service costing, Marginal costing and use of break-even analysis in decision-making –Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

### References:

- *Financial Accounting: A Managerial perspective* –R.Narayanswamy
- *Introduction of Management Accounting-* Horngren, Sundem, Stratton.
- *Cost and Managerial Accounting* - Duncan Williamson
- *Cost accounting for Business Managers*-Asish K Bhattacharaya.
- *Management and Cost Accounting-* Colin Drury
- *Management Accounting* –Hensen Mowen
- *Financial Analysis and Modelling* – Chandan Sen Gupta

## 1.6 Managerial Economics

### Learning Objectives:

- To Improve managerial decision making process
- To understand the basic necessity of economic in Global business
- To utilize the scarce time and resources for the better production

- To help the students in Chalking Out Business Policies, Business Prediction, showing the path of Economic well-being in Right Direction
- To improve the applied economic principles based on the managerial economics theories

1. **Managerial Economics:** introduction, basic concepts, application in business decision-making. Demand and Supply Analysis, determinants, equilibrium, elasticity, demand forecasting and estimating methods
2. **Theory of consumer behavior:** consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve.
3. **Production and Cost Analysis:** production functions-cost functions, and profit functions, total, average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.
4. **Market Analysis:** market forms, perfect competition, monopoly, monopolistic, oligopoly. Output and price determination. Cartels and collusion, mergers and acquisitions and government regulations in the form of price directives, taxes, subsidies, anti-trust action and competition policies.
5. **National Income Accounting:** concepts of GDP, NI, per capita income, PPP National income accounting in India. Business cycles and business forecasting. Measuring business cycles using trend analysis, macro economic indicators in business cycle measurement, Coping strategies for business.

### References:

- *Managerial Economics-* Dominick Salvatore.
- *Managerial Economics-* Gupta and Mote
- *Economics-* Samuelson & Nordhaus
- *Managerial Economics by* Peterson and Lewis
- *Micro Economics* – Dominick Salvatore
- *Macro Economics* – Palmer and others
- *Macro Economics* - Koutinyas

## 1.7 Statistics for Management

### Learning Objectives:

- To enhance the students ability to deal with graphical and numerical descriptive statistics for different types of data in management scenario.
- To apply probability rules and concepts relating to continuous and discrete random variables within a business context.
- To design data collection plans, analyze data appropriately and interpret & draw conclusion from analyzed data.
- To provide students with hands on experience to use statistical tools in order to make systematic and scientific decisions even in uncertain business environment.

1. Quantitative data interpretation in managerial decision making: collection – classification – tabulation – frequency distribution – charts using excel, measures of central tendencies and dispersion – using visual explorations in MS excel.
2. Correlation and regression: multiple correlation – basic probability concepts – conditional probability – Bayes theorem – use MS excel PH STAT2.
3. Probability distributions: binominal Poisson and normal distributions using excel – estimation – point and interval – using Excel.
4. Statistical Decision Theory: hypothesis testing for means and proportions and for difference of means and proportions – analysis of variance.
5. Sampling: sampling techniques, random sampling, random numbers table, Monte Carlo simulation, Chi-square tests, time series forecasting, hands-on with MS excel.

**References:**

- *Statistics for Managers – using Microsoft excel – Levine, Stephan & others*
- *Statistics for Management – Richard Levin and Rubin[excel version]*
- *Statistics – Murray Spiegel, Schaum Series*
- *Quantitative Business Analysis – Text & Cases – Samul Bodiley & others*
- *Basic Business Statistics – Bereuram and Levine*
- *Quantitative Methods – Anderson, Sweeny & William*

## **SECOND SEMESTER**

### **2.1 Marketing Management**

**Learning Objectives:**

- This course is intended to offer a comprehensive introduction to the management of marketing functions, structures and institutions
- It helps to understand the role in the contemporary economic and social development.
- To formulate a marketing plan including marketing objectives, marketing mix, strategies, budgeting considerations and evaluation criteria.
- To understand marketing mix that take into account perceived value, competitive pressures and corporate objectives.

1. **Introduction to Marketing Management:** nature of marketing management, Types of products / services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts

Marketing environment, elements of Marketing Mix. Classification of goods & services.

2. **Consumer Behavior:** consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system.
3. **Market Segmentation and Targeting:** concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning.
4. **Product & Price:** product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing: General pricing approaches, new product pricing strategies, Public policy and pricing.
5. **Promotion and Place Mix:** elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions.

**References:**

- *Marketing Management – Philip Kotler, Prentice Hall India, (New edition)*
- *Basic Marketing – Perault*
- *Fundamentals of Marketing – William Stanton*
- *Principles of Marketing – Philip Kotler and Garry Armstrong*
- *Marketing Management – Rajan Saxena*
- *Marketing Management – Zickmund*
- *Marketing – Ramesh Kumar*

### **2.2 Human Resource Management**

**Learning Objectives:**

- To enable students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower develop relevant resources
- To help students understand the process and evaluation of the performance appraisal and compensation management
- To develop relevant skills necessary for application in HR related issues.

1. **Perspectives in HRM:** role of HR managers, sub-systems of HRM, HR functions and policies. Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.
2. **HR Planning, Recruitment and Selection:** scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews, errors in selection.
3. **Training and Development:** induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development.
4. **Performance Management:** KRA and KPAs, Traditional vs Modern methods of performance management. Potential appraisal, Feedback systems. Job evaluation.
5. **Compensation Planning:** wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring.

**References:**

- *HR and Personnel Management – Keith Davis*
- *Personnel Management – Flippo*
- *Human Resource Management – T.V. Rao*
- *Human Resource Management – Pattanaik*
- *Human Resource Management – Micheal Armstrong*
- *Human Resource Management – Gary Dessler*

## 2.3 Corporate Finance

**Learning Objectives:**

- To provide the students to understand the working of corporate financial systems.
  - To help the students to understand to understand investment decision.
  - To provide the students to understand private equity and venture capital.
  - To provide the students also with opportunity cost of making a specific investment.
1. **Goal of the Firm:** profit maximization vs wealth maximization, Value creation, Agency problems, Social responsibility, Role of financial management, Time value of money, Valuation of securities – stocks and bonds. Concept of risk and returns of securities, using probability distribution to measure risk, risk and return in portfolio context (using excel).
  2. **Capital Budgeting:** estimating cash flows – initial, intermediate and terminal Cash flows on incremental basis, Capital budgeting decision rules, Payback, ARR, DCF techniques – NPV, IRR, PI, using excel.

3. **Cost of Capital:** cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Long-term financing, Public issue of debt, Preferred stock and Common stock, Term loans.
4. **Capital Structure Theories:** traditional view vs MM hypothesis, MM position I & II, Capital structure designing in practice – EBIT- EPS analysis, the pecking order theory. Dividend decisions, Relevance vs irrelevance of dividends.
5. **Working Capital Management and Finance:** cash management, Receivables management and Inventory management. Working capital finance in India.

**References:**

- *Fundamentals of Financial Management – Van Horne and Wachowitz*
- *Financial Policy and Management – Van Horne, 12<sup>th</sup> edition.*
- *Financial Management – Prasanna Chandra*
- *Corporate Finance – Brigham and Erhardt*
- *Corporate Finance – Ross, Wetfield & Jaffer*

## 2.4 Quantitative Methods

**Learning Objectives:**

- To acquaint the students about the tools used for analyzing business data, and to give an overview of report writing.
  - It provides the student to understand the various research methods to be used in research.
  - The acquaint the students with the application of operations research to business and industry.
  - It also helps them to grasp the significance of analytical techniques in decision making
1. **Scientific methods:** induction, deduction, theory, concepts, constructs, definitions, variables, models, laws, hypothesis, syllogism, levels of abstraction. Fallacies of reasoning. The nature of research in Management, Exercises in writing a research proposal.
  2. **Principles of research design:** types of basic research methods and secondary research methods, sampling design, measurement and measurement scales. Data collection methods, observational studies, experimentation. Qualitative methods of research.
  3. **Analysis and presentation of Data:** use of statistical techniques, style manuals. Exercises in writing management reports.
  4. **Linear programming:** types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.

5. **Transportation and assignment problem:** sequencing problems, Decision making under risk and uncertainty, decision trees. MS excel solver for all the above models

**References:**

- *Business Research Methods* – Zikmund
- *Marketing Research* – Malhotra N.K.
- *Business Research Methods* – Donald R. Coopers and Schindler
- *Foundations of Behavioural Research* – F.N. Kerlinger
- *MLA Handbook for Researchers* – MLA Association
- *APA Manual*
- *Social Research Methods* – Bryan
- *Case Study Method of research* – Robert K Yin
- *Designing Qualitative research* – Marshall and Rossman
- *Research Design & Methods* – Kennet G.Bordeaux & Others
- *Marketing Research with SPSS* – Corl Mc.Daniel & Gates
- *Marketing Research* – Churchill & Lacobucci

## 2.5 Legal Aspects of Business

**Learning Objectives:**

- To disseminate knowledge on the formation and management of business in company format.
  - To provide information about the applicability of various industrial laws.
  - To provide an insight into matters related to foreign exchange and its effect on managing the business.
  - To provide an exposure on the laws related to intellectual properties and their influence on business.
1. **Outlines:** Industries Development and Regulation Act (IDRA), Competition Act. Foreign exchange management act.(FEMA)
  2. **Outlines:** company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.
  3. **Outlines:** intellectual property rights, Patents and Trademarks Act, copy rights act, geographical appellation,
  4. **Outlines:** security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.
  5. **Outlines:** consumer protection act and Information technology act.

**References:**

- *A Manual of Business Laws* – S.N. Maheshwari and S.K. Maheshwari

- *Business Law for Management* – K.R. Bulchandani
- *Business Environment: Texts and Cases* – Francis Cherunilam
- *Business and Corporate Laws* – S.S. Gulshan and G.K. Kapoor
- *Bare Acts of respective legislations.*

## 2.6 Operations Management

**Learning Objectives:**

- The course aims at familiarizing us students with production process and related issues in industrial units.
  - It introduces to students with inventory planning and material requirements planning.
  - It helps in job designing in the organizations.
  - It provides students with total quality Management and Supply Chain Management.
1. **Operations Management:** product strategies – Product life cycle – Productive system types – Impact of technology and organization of the operations function – Requirements of forecasting for operations.
  2. **Plant Location and Types of Plant Layout:** product planning and control – Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.
  3. **Job Designing:** work study and time study – Statistical quality control methods – Japanese manufacturing systems – Flexible manufacturing system – Operations systems of the future.
  4. **Total Quality Management:** trends in quality management benchmarking and business process reengineering, Kaizen – Six Sigma Motorola systems – Quality criteria based on Deming prize – Malcolm Baldrige Award. Quality Management Systems, ISO Standards.
  5. **Supply Chain Management:** concept of SCM. Operating model for supply chain. Managing the external and internal supply chain. Global SCM and sourcing.

**References:**

- *Modern Production Management* – Buffa Elwood. S, and Rakesh K. Saren, John Wiley and Sons, 2003.
- *Production and Operation Analysis* – Steven Nahmas
- *Cases in Production / Operations Management* – K.N. Krishnaswamy
- *The Benchmarking Management Guide* – American Productivity and Quality Center, Productivity Press, USA, 1993.
- *Total Quality Management* – Dale H. Besterfield and others – Pearson Education, New Delhi, 2003.
- *Total Quality Management* – Poornima Choudhary – Pearson Education – New Delhi, 2002.
- *Total Quality Management* – Sridhar Bhatt.



- *Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005.*

## 2.7 Management Information Systems

### Learning Objectives:-

- To understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision making.
  - To recognize modern MIS theory and how information systems support business strategy, business processes, and practical applications in an organization.
  - To express the proven value of, and relationship between business data, data management, and business intelligence.
  - To combine analytical thinking, creativity and business-problem-solving as applied to ongoing MIS challenges, future trends, and relevant case studies.
1. **Information Systems:** data vs Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts, telecommunications networks.
  2. **Systems Development:** the concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.
  3. **Application Technologies:** ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.
  4. **Web Publishing:** web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues
  5. **Practicals on ERP** -. Functional modules in business.

#### References:

- *MIS – Kennett G. Laudon and Jane P. Laudon*
- *MIS – James A. O'Brien*
- *MIS-C.S.V.Murthy*
- *Computer Today – S.K. Basudev*
- *ERP Concepts – V.K. Garg*

## THIRD SEMESTER

### 3.1 Project Management

#### Learning Objectives:

- To acquaint the students with the overview of Business related Project Management.
- To Provide the students with Project Planning
- To identify the Project Risk Management and reduce project risks.
- To Provide an understanding of Project team Management.

1. **Project Management:** concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy, effective project portfolio management system, project life cycle, feasibility of projects-different forms of project contracting.
2. **Project Scope Management:** defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.
3. **Project Scheduling:** network models, PERT & CPM using softwares, measuring risk.
4. **Project Risk Management:** contingency planning, scheduling resources, reducing project duration.
5. **Project Team Management:** building high-performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit.

#### References:

- Project Management – Clifford Gray & Larson
- The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub
- Effective project Management – Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning
- Project Management: A managerial approach – Meredith, Jack.R & Mantel Samuel.J – 2006, New Delhi, John Wiley & Sons
- Project Management for business, engineering & technology: principles & practice – Nicholas, John.M & Steynl, Hermann
- Project Management – Harvey Maylor – 1999, New Delhi, Macmillan pub
- [www.pmi.org](http://www.pmi.org)

### 3.2 Entrepreneurship

#### Learning Objectives:

- To describe the importance of entrepreneurship; outline the qualities of a successful entrepreneur; state the functions of an entrepreneur; explain the issues and problems faced by entrepreneurs.
- To identify and secure customers, stakeholders, and team members through networks, primary customer research, and competitive and

industry analyses in order to prioritize and pursue an initial target market in real-world projects.

- To develop knowledge on how to assess business opportunities and an in-depth understanding of what typically characterize successes and failures.
  - To detect weaknesses and strengths within a business opportunity, and give suggestions of how to improve these weaknesses and utilize these strengths
1. **Foundations of Entrepreneurship:** nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs. Case study of incubation
  2. **Business Planning:** from idea generation to preparation of detailed business plans. Exercises in preparation of business plans.
  3. **Venture Capital:** valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's) venture expansion strategies.
  4. **Rural & social entrepreneurship:** potential for entrepreneurship in rural India, SHGs, micro credit etc., Case studies of rural & social entrepreneurship in India.
  5. **Entrepreneurs in India:** family businesses, new generation entrepreneurs, women entrepreneurs.

#### **References:**

- *Entrepreneurship – Prof. T.V.Rao*
- *Entrepreneurship – Hisrich & Peter*
- *Stay hungry stay foolish-Rashmi Bhansal*
- *Entrepreneurship-Mathew J Manimala*
- *Indias new capitalist – Harish Damodaran*
- *Business Maharaja's – Geetha Peramal*

## **ELECTIVE PAPERS**

### **MARKETING**

#### **3.3 Elective MM 1: Consumer Behavior and Marketing Research**

##### **Learning Objectives:**

- The objective of the course is to familiarize the students with the consumer behavior.
- It helps them to identify the decision making process with the consumers.

- It provides them to understand the various marketing research designs to conduct research on consumers.

- It also helps them to understand the data analysis using SPSS.

1. **Consumer Behavior:** introduction, Factors influencing consumer behaviour, Personality, Psychographics, Family, Society, Values of perception, Attitude and life styles, Different models of consumer behaviour – Economic, Learning, Psychoanalytical, Sociological, Howard Shett, Nicosia, Webster and Wind, Engel, Blackwell and Minard models.
2. **Buying Decision Making Process:** buying roles, Stages of the decision process – High and low effort decisions, Post purchase decisions,
3. **Marketing Research Designs:** types of research designs, Techniques and tools of data collection – Scales and measurement, Various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.
4. **Application of Quantitative Tools in Marketing:** decision making using Regression analysis, ANOVA, Discriminant analysis, Factor analysis, Cluster analysis, Multi-dimensional scaling and Conjoint analysis, Use of SPSS for data analysis.
5. **Market Research:** marketing and market research, Qualitative research, Market and sales analysis. Motivation research, Communication research, Product, Pricing and Distribution research.

#### **References:**

- *Marketing Research – R.Nargundkar*
- *Consumer Behaviour – Schiffman and Kanuk*
- *Marketing Research – Tull, Green and Hawkins*
- *Business Research Methods – Zikmund*
- *Marketing Research – N.K. Malhotra*
- *Marketing Research – Parashuraman, Grewal*
- *Consumer Behaviour – Hoyer Mac Innis*

#### **3.4 Elective MM 2: Sales and Logistics Management**

##### **Learning Objectives:**

- To understand sales force and marketing channels to gain competitive advantage.
- To familiarize with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.
- To introduce course participants to national and international sales and distribution practices

- To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems
  - To sharpen decision making skills of future sales and distribution manager
1. **Sales Management:** objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force – Types of sales organizations – Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
  2. **Managing the Sales Force:** effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas – Compensating sales force, Motivating the sales force – Controlling the sales force –Evaluating the sales force.
  3. **Retailing and Wholesaling:** non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net, Emerging trends in retailing & wholesaling.
  4. **Distribution and Logistics Management:** design of distribution channel, Structure and Channel management. Components of logistics – inbound and outbound logistics, key logistics activities viz., Customer services - Inventory management – Material handling – Communication – Order processing, Packaging – Traffic and transportation – Warehousing and storage.
  5. **Logistics Strategy:** logistics information system, Organizing for effective logistics, Implementing logistics strategy – Computer packages used in logistics. Retailing and wholesaling, sales and logistics for rural markets.

**References:**

- *Sales Management – Decisions, Strategies and Cases – Richard R. Still, Edward W. Cundiff and Noman A.P. Govani*
- *Professional Sales Management – R.E. Anderson, Joseph F. Har, Alan J. Bash*
- *Marketing Channels – Louis W. Stern, Adel I. ER – Ansary, T. Coughlan*
- *Fundamentals of Logistics Management – M. Lambert, James R. Stock, M. Eliram*
- *Logistics Management – Donald J.B. and D.J. Closs*
- *Logistics and Supply Chain Management – Martin Christopher*
- *Sales Management – Analysis and Decisions Making – Thomas N. Ingram*
- *Managing Supply Chain – J.L. Gattorn and D.W. Waldis*

### 3.5 Elective MM 3: Advertising and Sales Promotion Management

**Learning Objectives:**

- Analyze the expanding environment of media and communication techniques and asses the strengths, weakness, opportunities and threats (SWOT) of different kind of promotional campaigns.
  - Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program
  - Contribute to evaluating the effectiveness of advertising and marketing communication initiatives.
  - Participate in the development of creative solution to address advertising and marketing communications challenges.
1. **Promotion Mix:** elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.
  2. **Advertising:** types of advertisement, advertise ability and advertising aids, Advertising planning and decision making.
  3. **Advertising Campaign Planning:** setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.
  4. **Advertising Media:** types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting. Measuring advertising effectiveness. Advertising strategies for rural markets.
  5. **Advertising Agencies:** profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).

**References:**

- *Advertisement and Promotion – Belch and Belch*
- *Advertising – Aaker and Bathra*
- *Advertising Management – Chunawalla*
- *Advertising Management – Write and Ziegler*
- *Contemporary Advertising – Williams Arens*
- *Advertising Management – Rajeev Batra, John G.Myer, David Aker*
- *Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh*
- *Advertising Principles and Practice – Wells, Moriarty, Burnett*
- *Advertising Management – Jaishri Jethwanry, Shruthi Jain*
- *Marketing Communication – Dahlen*

## **FINANCE**

### **3.3 Elective FM 1: Advanced Capital Budgeting**

#### **Learning Objectives:**

- The objectives of the Course is to provide knowledge about cash flow measurement in evaluating projects.
  - To provide the students with ranking projects based in optimal cash flow.
  - To understand the concepts of real options in capital investment
  - To identify the techniques for project risk analysis.
1. **Cash Flow Measurement:** dependence and independence of cash flows in evaluating projects, Measures of risk and returns, Inflation in capital budgeting, Real vs nominal discount rates, Bias in cash flow estimates, Total risk for multiple investment. Measuring cash flow for acquisition. Use of Excel for estimating cash flows & decision making.
  2. **Ranking Projects:** NPV vs IRR Conflicts, Fisher's rate of intersection, Multiple IRRs, MIRR, Optimal decision under capital rationing
  3. **Real Options in Capital Investment:** types of options – expansion, Abandonment and postponement.
  4. **Project Risk Analysis:** techniques for measuring stand alone risk – Sensitivity analysis, Scenario analysis and Simulation
  5. **Financing Decisions:** sources of long-term finances for a project. Leasing – Types of leases, structuring of lease rentals and evaluation of lease.

### **3.4 Elective FM 2: Advanced Capital Structure Theories**

#### **Learning Objectives:**

- To Understand the corporate companies financial structure which includes equity and debt
  - To understand the theories of the relationship between capital structure and the value of the firm.
  - To focus on the interest tax shield advantage of debt as well as its disadvantage in terms of costs of financial distress
  - To understand the impact of agency costs on capital structure
1. **Empirical Perspectives on the Financial Characteristics:** analysis of composite cash flows, Leverage, Ownership structures, ROE, P/E

ratios, Dividend payout, Dividend yields, and other financial characteristics of Sensex and Nifty firms.

2. **Principal Agent Conflict and Financial Strategies:** introduction, Limited liability and the separation of ownership and control, role of management with diffuse ownership. Classic directive to management, extended stakeholders, Conflicts of interest, Contracts and a revised directive.
3. **Information Asymmetry and the Markets for Corporate Securities:** introduction, Theories of the effects of information asymmetry, Valuation of traded equity under asymmetric information, Information asymmetry and the Quality of the market for a firm's equity, optimal ownership structure.
4. **Leverage Decision:** introduction, Corporate and personal taxation, Modifying MM propositions to account for corporate taxes, Traditional trade-off theory, Agency theory and leverage decision, Asymmetric information and leverage, balancing agency costs with information asymmetry.
5. **The Firm's Environment, Governance, strategy, operation and financial structure-** firm's business environment, operation structure, financial structure, risk performance and contingencies, empirical analyses of risk.

### **3.5 Elective FM 3: Portfolio Management**

#### **Learning Objectives:**

- To recognize and apply appropriate theories, principles and concepts relevant to securities analysis and portfolio management.
  - To familiarize the students with the fundamental and technical analysis of the diverse investment avenues.
  - To outline major steps in the portfolio management process and identify different types of financial markets.
  - To identify, analyze and draw reasoned conclusions in selecting and presenting information on securities.
1. **Market efficiency:** random walk and the efficient market hypothesis, Empirical testing of Efficient Market Hypothesis (EMH). Portfolio Theory – Capital allocation between the risky asset and the risk free asset, Optimal risky portfolios-Markowitz model Vs Stochastic Dominance Analysis(SDA), Equilibrium in capital markets – Capital asset pricing model, Index models and Arbitrage pricing theory and multifactor models of risk and return.
  2. **Fixed Income Securities:** bond Prices and yield –Bond Characteristics and Types, Bond Pricing, Bond yield, Term Structure of Interest rate, Interest rate risk-interest rate sensitivity, duration, convexity and immunization.

- 3 **Fundamental Analysis:** economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies,
- 4 **Technical Analysis:** market indicators, Forecasting individual stock performance, Techniques, Types of charts, Dow theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.
- 5 **Active Portfolio Management:** portfolio performance evaluation – measuring investment return, conventional theory of performance evaluation,  $M^2$  and  $T^2$ , market timing, performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor – Black model

### **HUMAN RESOURCE MANAGEMENT**

#### **3.3 Elective HRM 1: Human Resource Development**

##### **Learning Objectives:**

- To equip students to develop themselves into a critically reflective and capable HRD practitioner.
  - To enable students to develop an ability to decide learning and training needs
  - To apply HRD interventions like coaching, mentoring, and counseling.
  - To explain the role of HRD in designing , developing, Implementing and evaluating appropriate strategies in line with the business goals.
1. **Human Resource Development:** sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.
  2. **Performance Management:** traditional and modern techniques, Open Appraisal – Identification of Key Performance Areas and Key Result Areas – Managerial appraisal – Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development. Bi-directional performance management.
  3. **Mentoring, Coaching & Employee Counseling Services:** nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling.
  4. **Career Planning and Development:** meaning and process – Career path, Career width and Length – Succession planning – Career Development.

5. **Learning and development in knowledge setting:** learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy, planning for individual development.

##### **References:**

- *Human Resource Development* –Randy L. Desimone, Jon M.Werner & David M.Harris.
- *Designing and Managing Human Resource Systems* – Pareek, Udai and Rao T.V.
- *Recent Experience in Human Resource Development* – Rao T.V. and Pereira, D.H.
- *Performance Appraisal – Theory and Practice* – Rao T.V.
- *Effective Human Resource Development* – Neal E. Chalofsky, Carlene Reinhart.
- *Human Resource Management* – Satyadian S. Mirza
- *Knowledge Management* – Shelda Debowski – John Wiley, India publications.

#### **3.4 Elective HRM 2: Organizational Change and Development**

##### **Learning Objectives:-**

- To understand how the process of Organizational Change occurs and the typical roles that collaborate to deliver successful change
  - To understand how Individuals are impacted by change and the different ways they might respond to change.
  - To Outline important aspects as to how to build and equip a change team to improve effectiveness in an organization.
  - To learn to diagnose ongoing activities within an Organization and plan the implementation of selected OD interventions.
1. **Organizational Change:** planned organizational change, Change agents, Dynamics of resistance to change, Planned change. Quality work life.
  2. **Organization Development:** history of Organization, Development – Values – Assumptions – Beliefs in organization development.
  3. **Theory and Management of Organization Development:** foundations of organization development – Managing the organization development process – Action research and organization development.
  4. **Organization Development Intervention:** team intervention – Inter-group and third party peacemaking intervention – Comprehensive intervention – Structural interventions – Training experiences.

5. **Key Considerations and Issues:** issues in consultant – Client relationships – System ramifications – Power, politics and organization development – Research in organization development

**References:**

- *Organization Development – Franch and Bell;*
- *Organization Behaviour – Fred Luthans*
- *Human Behaviour at Work – Keith Davis; Organizational Design for Excellence – Khandawalla*
- *Organizational intelligence – Silber Kearny*
- *The dance of change – Peter Senge and others*
- *The fifth discipline – Peter Senge*

### 3.5 Elective HRM 3: Training and Development

**Learning Objectives:**

- To understand the basic concepts of organizational Training and Development.
  - To provide both conceptual and practical value for developing training programs.
  - To be able to evaluate a training program using statistical methods.
  - To emphasize the importance of training in improving the core competencies of individuals and organizations.
1. **Training:** introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.
  2. **Training Needs Assessment (TNA):** methods of TNA, Organizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource analysis, Learning principles, Training enhancement, Trainee characteristics.
  3. **Training Delivery:** traditional vs Modern methods, SDLP, Simulated work settings, DLP, CD ROM, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT).
  4. **Training Evaluation:** criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.
  5. **Training Interventions:** learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter-positional training, Leadership training.

**References:**

- *Training in Organization – Irwin L. Goldstein, J. Kevin Ford.*
- *Effective Training: System Strategies & Practices – P Nick Blanchard James W Thacker.*
- *Training For Organizational Transformation – Rolf P Lynton Udai Pareek.*
- *The Trainers portable mentor – Gargulo & Others*

## INTERNATIONAL BUSINESS

### 3.3 Elective IB 1: International Economics

**Learning Objectives:**

- To enable students to Comprehend theory of decision making under conditions of scarcity and uncertainty.
  - To analyze choice and demand, production, cost, the firm and market structure & reasons for market failure.
  - To develop analytic tools used to understand how the economy functions in aggregate.
  - To understand short & long run economic fluctuations.
1. **Theories of International Trade:** the law of comparative advantage, the standard theory of international trade, factors endowment and the Heckscher-Ohlin theory.
  2. **Demand & Supply Analysis:** introduction, the equilibrium relative commodity price with trade-partial and general equilibrium analysis, relationship between general and partial equilibrium analyses, offer curves, the terms of trade and gains.
  3. **Economies of Scale:** introduction, imperfect competition and international trade, trade based on dynamic technological differences, cause of transportation, industry location, environmental standards and international trade.
  4. **Economic Growth and International Trade:** growth factors of production, technical progress, growth and trade in small country and large country perspective, effect and evaluation, trade changes.
  5. **Trade Modes:** modes, determinants, foreign investments – FDI, FDI on national treatment factor. Heterogeneity in international trade, India in the global setting and globalization of Indian business.

**References:**

- *Domenic Salvator – International Economics*

- *Paul R.Krugman and Obstfeld.M – International Economics, 3<sup>rd</sup> Edition, Harper Collins Pub., 1994*
- *Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996.*
- *International Economics – Robert J.Carbaugh 2008.*
- *International Economics – Theo.S.Eicher, John H.Mutti and Michelle H.Tumovsky-2009*
- *International Economics – Global Markets and competition – Henry Thompson, 2006*

### 3.4 Elective IB 2: International Trade Policy

#### Learning Objectives:

- To understand the various International trade policy and factors leading to International trade and evaluations.
  - To help the students to understand tariffs and taxes imposed by the government on imported goods.
  - To provide the students to know the barriers to trade in Indian economy.
  - To also understand the economic ideas and theories of regional economic integrations.
1. **Overview of International Trade:** introduction, development, operating factors, factors leading to growth in international trade and evaluation.
  2. **Trade Restrictions:** partial equilibrium analysis and effects of tariffs, theory of tariff structure – the rate of effective protection, generalization and evaluation theory of effective protection, general equilibrium analysis of tariff in small and large country perspective, optimum tariff.
  3. **Non-trade Barriers and Protectionism:** introduction-import quotas-other non-tariff barriers and new protectionism-the political economy of protectionism-strategic trade and industrial policies, the Uruguay round and outstanding trade problems.
  4. **Economic Integration - Custom unions and free trade areas:** trade creating custom unions, trade diversions, theory of second best and other static welfare effects of custom unions-dynamic effects from custom union, analysis of economic integration-EUFTA, NAFTA, attempts at economic integration among developing countries, transition economies and emerging economies.
  5. **International Trade & Economic Development:** regulations, free trade, protection, determinants, FDI regulations, currency convertibility regulations, regulations of foreign trade and implementation in India, importance and terms of trade to

development, export instability, import substitution/export orientation, current problems facing developing countries.

#### References:

- *International Trade Policy – A contemporary analysis – Nigel Golmwade*
- *International Trade and Trade Policy – Ethan Helpman*
- *International Trade Policy – A developing country perspective: Dilip K.Das*
- *International Trade Policy for Technology Transfer – Yi Shin Tang, 2009*
- *International Trade Policy – Fredrick Victor Meyer – 1978*

### 3.5 Elective IB 3: Export – Import Procedures & Documentation

#### Learning Objectives:

- To Introduce familiarize the students with the Import & Export Policy framework & Guidelines of the Government of India.
- To Introduce the role & functions of the principal regulatory authorities like DGFT, CBEC who administer & govern the foreign trade in India.
- To Familiarize the students, import & export licensing formalities with relation to category of importers and exporters, categories of goods/ services with reference to both industrial & Non- industries sectors.
- To familiarize the students about the international contractual terms & conditions such as INCOTERMS etc & the duties & responsibilities of buyer & seller.

1. **International Trade Policy Framework:** regulations for International trade, legal aspects of exports – imports contract, exim policy of India.
2. **Export Trade Procedures & Documentation:** export procedures, preshipment inspection procedure, export documentation, ECGC relevances, incentives, eligibility criteria, performance evaluation, self-certification procedures, concessions and promotional advantages.
3. **Export Promotion Measures in India:** export promotion organizations, role of government agencies, STC, MNC/TNC's in promoting exports and evaluation of its impact on BOP.

4. **Import Trade Procedures & Documentation:** restrictions, role and relevance of government interventions, measurement of import parity on GDP.
5. **Role of International Trading Center in E-commerce:** computational analysis of India's export import logistics and simplification of procedural formalities and requirements.

**Reference:**

- *Desai.H.B – Indian Shipping Perspectives, Delhi, Anupam Publications, 1988*
- *Government of India handbook of Import – Export Procedures*
- *Paras Ram – Export: What, Where and How, Delhi, Anupam Pub., 1995.*
- *Export Management – Balagopal*
- *Export Import Procedures – Thomas E.Johnson*
- *New Import Export Policy & Handbook of Procedures-Nabhi*
- *International Trade & Export Management – Francis Cherunilam*

## **INFORMATION SYSTEMS**

### **3.3 Elective IS 1: System Analysis and Design**

**Learning Objectives:**

- To understand and apply the information systems (IS) theories and concepts required in Systems Analysis and Design (SAD)
  - To design system components and environments.
  - To build general and detailed models that assist programmers in implementing a system.
  - To design a database for storing data, a user interface for data input and output, and controls to protect the system and its data.
1. **System Analysis Fundamentals and the Modern Systems Analyst:** introduction to systems analysis and design, information system components, types of business information systems, organizational structure. Systems development techniques and tools, the SDLC, the systems analyst position.
  2. **Information Requirements Analysis:** systems planning, preliminary investigation, the importance of strategic planning, a frame work for systems development, information system projects, evaluation of systems requests, steps in preliminary investigation.
  3. **Systems Analysis Process:** requirements modeling, system development methods, modeling tools and techniques, systems requirement checklist, fact-finding, interviews, other fact-finding techniques,

documentation. Data and process modeling-DFDs, data dictionary, process description tools, logical vs. physical models. Object modeling-object-oriented terms and concepts, objects and classes.

4. **The Design Process and its Essentials:** evaluating software alternatives, steps in evaluating and purchasing software packages, transition to systems design, prototyping. User interface, input and output design, user interface design. Systems implementation-application development, structured application development, object oriented application development, testing the application, documentation, management approval, installation and evaluation, training, data conversion, systems support – user support activities, maintenance activities, systems obsolescence.
5. **Cross Life Cycle Activities and Skills:** project and process management techniques, fact finding and information gathering, feasibility and cost-benefit analysis, joint application development, interpersonal skills and communications.

**References:**

- *Jeffrey L.Whitten and Lonnie D.Bentley – Systems Analysis and Design, Tata McGraw Hill*
- *Shelly, Gary b., Cashman, Thomas J and Rosenblatt, Harry J: Systems, Analysis and Design, Thomson*
- *Kendall and Kendall, Systems Analysis and Design, PHI*
- *Len Fertuck – Systems Analysis and Design with Modern Methods – B&E Tech*
- *Satzinger, John W.Jackson, Robert B.Burd, Stephen D, Systems Analysis and Design in A changing world, Thomson*

### **3.4 Elective IS 2: Software Engineering Management**

**Learning Objectives:**

- To build basic knowledge and understanding of the analysis and design of complex systems.
  - To use the techniques, skills, and modern engineering tools and processes necessary for software engineering practice
  - To develop, maintain and evaluate large-scale software systems.
  - To produce efficient, reliable, robust and cost-effective software solutions.
1. **The Product and the Process:** an overview of system engineering, analysis concepts and principles, analysis modeling, design concepts and principles, design methods, design for real time systems.
  2. **Software Life Cycle Models:** software requirement, software design, configuration management.



3. **Software Metrics:** software process and project metrics, technical metrics for software. Project planning and management: Project management concepts, project scheduling and tracking, software project planning.
4. **Risk Management, Quality Assurance:** quality verification and valuation, testing.
5. **Object Oriented Concepts:** formal Methods, Software reengineering and software tools.

**References:**

- Roger S. Pressman: *Software Engineering – A Practitioner’s Approach* – Tata Mc Graw Hill – IV edition.
- Kieron Conway, *Software Project Management: From concept to deployment*, Wiley Dreamtech Press
- Sommerville, Ian: *Software Engineering*, Addison Wesley
- S.A. Kelkar, *Software Project Management*, PHI
- Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli – *Fundamentals of Software Engineering* – PHI

### 3.5 Elective IS 3: Data Management Techniques

**Learning Objectives:**

- To understand the fundamentals of database systems, design techniques and their use in organizations.
  - To comprehend how database systems are used for strategic and operational decision making.
  - To understand managerial issues associated with database technologies.
  - To understand current/emerging technologies like data warehousing and Web-enabled data-driven systems
1. Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
  2. Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Datawarehousing, Data Mining, DataMart, DataStorage Methods.
  3. Business Intelligence, Tools and Methods.
  4. Structure, Design, Development and Managing Corporate Information Systems (CIS).
  5. Data Security Management and Control.

**References:**

- *The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta*
- *ETL Strategy for the Enterprise..by Sandesh Gawande*
- *Business Intelligence: A Capability Maturity Model By Dorothy Miller*
- *Introduction to Business Intelligence By Jorg Hartenauer*
- *Database Management: An Organizational Perspective by Richard T. Watson*
- *Database Systems Design, Implementation, and Management by Peter Rob and Carlos Coronel*
- *Modern Database Management (5th Edition) by Fred R. McFadden, Jeffrey A. Hoffer and Mary B. Prescott*
- *Developing Quality Complex Database Systems: Practices, Techniques and Technologies by Shirley A. Becker*
- *Strategic security management: a risk assessment guide for decision makers By Karim H. Vellani*
- *The best damn IT security management book period By Susan Snedaker*
- *Information Security Management with ITIL, Volume 3 By Jacques A. Cazemier, Paul Overbeek, Louk Peters*

*IT governance: a manager's guide to data security and BS 7799/ISO 17799*  
By Alan Calder, Steve Watkins

## TOURISM AND TRAVEL MANAGEMENT

### 3.3 Elective TTM 1: Tourism Management

**Learning Objectives:**

- To understand the typology of tourism industry
  - To Explain the nature and structure of the tourism Industry
  - To understand types and roles of travel intermediaries
  - To Familiarize with various travel formalities to visit India
- 1 **Organised Travel:** defining Tourist & Tourism viz: inbound, outbound, domestic, maintenance of tourism products, Alternative tourism, Mass tourism, Special interest tourism.
  - 2 **Itinerary Development:** introduction, meaning and definition, types of itineraries, how to develop an effective itinerary, functions of tour managers and planning tools for an itinerary.
  - 3 **Tour Packaging Management:** concept, origin and development of Tour packaging, Types of Tour, Component of a Standard Package Tour, Factors affecting Tour Formulation, Tour Designing Process, Significance of Package Tour, Tour Brochure.
  - 4 **Travel Agency Marketing:** marketing Concept, unique features of Travel Marketing, Significance of Travel Agency marketing, Developing a Tour Marketing Plan, Marketing Strategy of Inbound & Outbound tours.

- 5 **Travel Formalities in India:** visa – Requirements – Types of visas – Currency regulations – custom formalities – Different types of taxes. Restricted and Protected areas – types of restrictions, Health Regulations.

**References:**

- *Marketing Management for Travel & Tourism – Nelson Thrones*
- *Introduction to Tourism & Hotel Industry – Zulfikar, SPD*
- *Mill and Morrison, (1992), The Tourism System: An Introductory Text, Prentice Hall.*
- *Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.*

### 3.5 Elective TTM 2: Eco Tourism

**Learning Objectives:**

- Understand the significance of ecotourism;
  - Comprehend the theories and practices of ecotourism
  - Explain the significance of carrying capacity at the ecotourism sites
  - Use the theoretical knowledge to manage ecotourism resources
1. **Introduction to Eco Tourism:** definition, Concept, Growth & Principles  
Emerging Concepts: Eco / rural / agri / farm / green / wilderness / countryside / special interest tourism.
  2. **Tourism:** environmental Relevance; Eco – tourism in 3<sup>rd</sup> World Countries – Problems, prospects for sustainability
  3. **Concept of carrying capacity:** eco – tourism as a world wide phenomena.
  4. **Concept and planning of eco – tourism destinations:** developing and implanting Eco tourism guidelines for wild lands and neighbouring communities.
  5. **Eco – tourism and community development:** conference, convention & declaration related to environments

**References:**

- *Global Eco Tourism – Prabhas Chandra – Kaniskha Publication*
- *Codes – Protocol & Charter*
- *International Eco Tourism Environment – Probhas Chandra – Kaniskha Publication*
- *Travel & Tourism – Cottman – VNR*
- *Tourism System – Introductory Text – Mik & Morrison*
- *Tourism & Sustainability – Mowforth – Routh Udge*

### 3.6 Elective TTM 3: Hospitality Management

**Learning Objectives:**

- Describe the characteristics of the hospitality industry
- Know new trends and dimensions of hospitality industry
- Famous hotel chain in India and world-wide
- Importance of hospitality industry in tourism

1. **Tourism & Accommodation:** introduction to hotels, Accommodation Industry, Types, Evolution of lodging industry, Need, Importance, role of hotels, FHRAI, Star Hotels and classification. International Scenarios and trends.
2. **Hotel Industry in India:** evolution, Different groups of hotels in India, Hotel Groups ITDC – role, importance, ASHOKA group, WELCOME group, Taj Group – role in Indian Tourism
3. **Front Office Management & House Keeping:** introduction to Front Office Department, Advantages, Formalities and formats, types of rooms and plans. Organization chart and duties and responsibilities, Qualities of a front-office staff – Introduction to Housekeeping, importance of housekeeping department, Organizational chart and the duties and responsibilities. Cleaning – different equipments & agents, Daily routine systems, Laundry, Linen & Uniform, Interior Decoration & facilities, Special decorations.
4. **Food & Beverage Service:** introducing to food & beverage service, types of services, organizational charts and duties, Menus, Idea about Beverages – Alcoholic & Non Alcoholic. Food Production – Introduction, Hierarchy, Idea about different cuisines – national and international, specific menus according to festivals & other facilities.
5. **Marketing of Hotels:** meaning and concept of Hospitality Marketing – importance & its future, Great Leaders in hospitality – Ellsworth Statler, Ralph Hitz, J. Willard Marriot. Marketing concept, Marketing Mix, Hotel Market and new trends.

**References:**

- *Theory of Cookery – Krishna Arora*
- *Modern Cookery Vol-I & II – T.E. Philip*
- *Food & Beverage Service – Vijay Dhawan*
- *Managing Front Office Operations – Michael L Kasarana & Richard Brooks*
- *Operations Management – Stanley Phornco*
- *House Keeping Manual – Sudhir Andrews*
- *Introduction to Hospitality – I & II – Dennis Foster*
- *Marketing of Hospitality – Kotler, Bowen, Makens.*

## HEALTH CARE MANAGEMENT

### 3.3 Elective HCM 1: Community Health, Epidemiology & Population Management

**Learning Objectives:**

- To understand the basics of epidemiology in health care management
  - To apply the epidemiological measures in disease prevention and control
  - To compile and use healthcare data in analysis of healthcare problems.
  - To use advancements in technology as an aid in healthcare decision making
1. **Epidemiology:** meaning & Scope, Models and factors associated with health and diseases; Health statistics and health indicator; Morbidity, Mortality; Data sources, collection, analysis and uses.
  2. **Health Information System:** use of computers, primary health care and community participation
  3. **Organisational aspects of community health:** clinical care; physical aspects of community health; Psychological aspects of community health.
  4. **Special aspects of community health;** drugs, alcoholism etc, preventive and promotive health care.
  5. **Population policy:** Planning and management.

**References:**

- Abelin T.Brzenski.Z.J and Carstairs.V.D, *Measurement in health promotion and protection*, 1987, WHO Copenhagen.
- Alderson.M, *An introduction to epidemiology*, 2<sup>nd</sup> ed.1983, MacMillan, London
- Green.L.W and Anderson.C.L, *Community Health*, 5<sup>th</sup> ed. 1986. Times Mirror Mosby, St.Luio.
- Hill.A.B, *A short textbooks of medical statistics*, 1984 UNI books.
- Jolly.K.G, *Family planning in India 1969-84: A district level study*, 1986, Hindustan, Delhi.
- McGarthy Mark, *Epidemiology and policies for health planning*, 1983.
- Pollard.A.H etc, *Demo graphic techniques*, 1981, Pergamon, Oxford.

**3.4 Elective HCM 2: Health Care and Social Policy****Learning Objectives:**

- To understand the importance of healthcare in overall development of a nation
- To use the healthcare statistics in policy formulation
- To understand the recommendations of healthcare committees in strengthening programmes in healthcare
- To understand the role of public, private and voluntary sectors in healthcare delivery

1. **Social Welfare:** social policy, health care and social development; public and social policy.
2. **Approaches to analysis:** resources, structure and organizations; factors in social policy; Situational, structural, idealogical and environmental.
3. **Health policy formulation:** factors, determinants and other sectoral issues; National health policy: Review of different committees.
4. **Distribution of health services in India;** disparities; health policy; input, output and performance.
5. **Role of private and voluntary groups:** role of national and international agencies; Health and social policy; International perspective; Health policy the disadvantaged.

**References:**

- Chatterice, Meera, *Implementing Health Policy*, 1988, Manohar, New Delhi.
- Christianson.J.B and Mamor.T.R, *Health Care Policy: A political Economyapproach*, 1982 Sage, London.
- Djunkanovic.V and Mach.E.P ed, *Alternative Approaches to Meeting Basic Health Needs in Developing Countries*, 1975, WHO, Geneva.
- Lee Kenneth and Mills. Anne, *Policy Making and Planning in Health Sector*, 1987, Oxford University Press, Oxford.
- Leichter.H.M, *A comparative approach to policy analysis: Health care policies in four nations*, 1979, Cambridge University Press, Cambridge.
- Parsten.G, *Planners, Politics and Health Services*, 1980, Croom Helm, London.
- Roemer.M.I, *Comparative National Policies on Health Care*, 1977, Mareel Dekker, New York.

**3.6 Elective HCM 3: Health Systems Management****Learning Objectives:**

- To do systems analysis in healthcare sector
  - To do strategic planning for healthcare delivery
  - To understand the healthcare needs and formulate methodologies to cater to the needs
  - To make effective decisions in healthcare operations
1. **Systems analysis and systems dynamics in health care:** health systems: Characteristics, planning methodologies, goals and functions.
  2. **Strategic management in health care;** quantitative foundations of health services management; Health systems research: Uses and applications.

3. **Methodologies:** evaluation methodology for monitoring the performance and needs in health services.
  4. **Operational planning and management issues in health care:** health care decision making for mega problems.
  5. **Approaches;** contemporary trends in health care; Health Manpower policy, planning and management; Project management in Health care.
- References:**
- Ferrer.H.P ed, *The Health Services Administration Research and Management*, 1972, Butterworths, London.
  - Hodgetts.R.M and Cascio.D.M, *Modern Health Care Administration*, 1983, Academic Press, New York.
  - Homby.P etc, *Guidelines for Health Manpower Planning*, 1981, WHO, Geneva.
  - Hyman, Herbert.H, *Health Planning: A systems approach*, 2<sup>nd</sup> ed., 1982. Aspen, Rockville.
  - Indian Council of Medical Research, *National Conference on Evaluation of Primary health care programmes*, 1980, ICMS, New Delhi.

### **SMALL BUSINESS MANAGEMENT & ENTREPRENEURSHIP**

#### **3.3 Elective SBM&E 1: Government Business Interface**

##### **Learning Objectives:**

- To explain the meaning, role, and nature of small business in India
  - To analyze the problems of small business
  - To classify the different forms of assistance provided by the government to small business, particularly in rural and hilly areas.
  - To explain the nature of Central Government's Interface with its enterprises and point the factors which affect Government -Enterprise relationship;
1. State Participation in Business, interaction between Government, Business and different chambers of Commerce and Industry in India; Public Distribution System; Government Control over price and distribution.
  2. Consumer Protection Act (CPA) and the role of voluntary organizations in Protecting Consumer's Rights; Industrial policy resolution, new industrial policy of the Government.
  3. Concentration of Economic Power: Role of Multinationals, Foreign Capital and Foreign collaborations.
  4. Indian Planning System: Government Policy concerning development of backward areas/regions; Government policy with regard to export promotion and import substitution; Controller of capital issues. Government's policy with regard to small scale industries.
  5. The responsibilities of the Business as well as the Government to protect the Environment; Government clearance for establishing a new enterprise.

##### **References:**

- Cherunilam Francis, *Business and Government*. 8<sup>th</sup> ed. Bombay, Himalaya, 1995
- Dasgupta A. and Sengupta.N, *Government and Business*, New Delhi, Vikas, 1987
- Marathe, Sharad S. *Regulation and Development*, New Delhi, Sage, 1986
- Trivedi.M.L, *Government and Business*, Bombay, Multitech, 1980

#### **3.4 Elective SBM&E 2: Small Business Marketing**

##### **Learning Objectives:**

- To create portfolio projects that address the four P's of marketing.
  - To understand how a small business could use marketing to attract customers
  - To identify how social media links small businesses to their customers.
  - To understand the place and contribution of marketing to the business enterprise.
1. Basis for competition; structural Analysis of Industries; Generic competitive strategies; framework for competition analysis; market signals; competitive moves.
  2. Technology of competitive advantage; strategy towards buyers and suppliers; strategic groups within industries.
  3. Competitive strategy in declining industries; competitive strategy in global industries.
  4. Strategic analysis of integration capacity expansion; strategies of entering into new business.
  5. Portfolio techniques in competitor analysis; techniques of conducting industry analysis.

##### **References:**

- Alber Kenneth.J, *The Strategic Management Handbook*, New York, McGraw Hill, 1983
- Allio Robert.J, *The Practical Strategist; Business and Corporate Strategy in the 1990s*, California, Ballinger 1988.
- Ansoff H.I, *Implanting Strategic Management*, Englewood Cliffs, Prentice Hall Inc. 1984.
- Harnel, gary and Prahlad, C.K., *Completing for the future*. Boston, Harvard Business School Press, 1994.
- Hax.A.C and Majlyf, N.S.Readings in Strategic Management, Cambridge, Ballinger, 1984.

- Porter, Michael.E, *Competitive advantage*, New York, Free Press, 1985.
- Stalk, George, *Competing Against Time*, New York, Free Press, 1990.

### 3.5 Elective SBM&E 3: Financing of Small Business

#### Learning Objectives:

- To critically evaluate and discuss the types of entrepreneurship that can stimulate business development
  - To understand and apply financial and planning process within the development of a business.
  - To identify commercialization (monetization) of new ideas: new products/services, processes and/or new business/marketing models
  - To understand financing Start-Ups and expansion of high-growth firms  
The improvement and subsequent development of small-scale industries and micro enterprises in the country have led to a significant increase in the per capita income in our economy.
1. Financial Management in small industries; financial needs of small business – types of capital requirements.
  2. Cash Management problems: sources of finance for small business in India; Indigenous bankers, public deposits.
  3. State Finance corporations, Industrial Co-operatives – adequacy and appropriateness of funds from banking and non-banking financial intermediaries.
  4. Monetary policy of the Reserve Bank of India for small business; Financial Assistance from the central and state Governments.
  5. Small scale industries and financial allocation and utilization under five year plans – a critical appraisal.

#### References:

- Bhalla.K.K, *Financial Management and Policy*, 2<sup>nd</sup> ed., New Delhi, Anmol 1998.
- Bhattacharya.C.C, *Public Sector Enterprises in India*, Allahabad, Kitab Mahal, 1990.
- Desai, Vasant, *Small Scale Industries and Entrepreneurship*, Bombay, Himalaya, 1995.
- Pickle Hal B and Abrahamjon, Royee.L, *Small Business Management* 5<sup>th</sup> ed., New York, John Wiley, 1990.
- Schumacher.E.F, *Small is Beautiful*, New Delhi, Rupa, 1990.
- Staley.E and Morsey.R, *Small Scale industries in the developing countries*, New York, McGraw Hill.
- Vepa, Ram.N, *How to success in Small industry*, New Delhi, Vikas, 1984.

## RETAIL & SUPPLY CHAIN MANAGEMENT

### 3.3 Elective R&SCM 1: Supply Chain Management

#### Learning Objectives:

- It acquaints the students with the concepts of supply chain linkages in organizations.
- It helps the student to understand inventory levels and order quantities
- It also help in illustrate the linkages with customers issues, logistics and business issues in Indian context.
- It helps in understanding retail and supply chain interface and channel design management

**Introduction to Supply Chain Management:** concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain.

1. **Global Supply Chain Management:** EDI, Problems of complexity confronting supply chain Management, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.
2. **Sourcing:** sourcing of material, Global sourcing - issues, Problems. Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.
3. **Strategic Issues in Supply Chains:** lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain.
4. **Retailing and supply chain Interface:** retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

#### Reference:

- Mohanty, R.P and Deshmukh, S.G, 2005,. *Supply Chain Management Theory and practices*, Biztantra.
- Sunil Chopra & MeindlPeter, 2003, *Supply Chain Management strategy, planning and operation*, 3rd Edition, Pearson Education / PHI.
- Altekarr, V. Rahul, 2005, *Supply Chain Management*, PHI.
- Pierre David, 2003, *International Logistics*, Biztantra.
- Joel D.Wisner, G. Keong Leong and Keah-Choon Tan, 2005, *Principles of Supply Chain Management A balanced Approach*, Thomson.

- Ronagld H. Ballou, 2004, *Business Logistics/ Supply Chain Management*, Pearson education, 5th Edition.
- Coyle, J.J., Bardi E.J. & John Langley.C, 2006, *The Management of Business Logistics- A supply Chain Perspective* Thomson, 7th Edition.
- B.S.Sahay, 2004, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd, 2nd Edition.
- Metzger, 2005, "Supply Chain Management", Response.

### 3.4 Elective R&SCM 2: Operations Strategy

#### Learning Objectives:

- To acquaint the students with the building blocks of planning and control of operations.
  - To provide the students with various types of productivity.
  - To provide also with a framework for operations strategies.
  - It also provides the students with learning and growth Strategies in operations.
1. Introduction to Operations Management: role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies.
  2. Control of production operations: plant Capacity and Line Balancing. Plant layout -different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.
  3. Strategy & Operations: a framework for operations strategy. Tradeoffs, productivity & competition .Processing Network Strategies-Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging.
  4. Supplier & Customer Strategies: outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management
  5. Learning & Growth Strategies: global standardization/ automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations

#### Reference:

- *Operations Management*, Stevenson J. William, 2007, 9th Edition, TMH.
- *Operations Management strategy and analysis*, Lee J. krajewski and Larry P.Ritzman, 2007, 9th Edition, Pearson
- *Operations Strategy* by Slack and Lewis. Prentice Hall, 2003.
- *Manufacturing Strategy* by Hill. Irwin McGraw-Hill, 2000.
- *Manufacturing Strategy: How to formulate and implement a winning plan* by Miltenburg. Productivity Press, 1995.
- *Restoring our competitive edge: competing through manufacturing* by Hayes and Wheelwright. John Wiley & Sons, 1984.
- *Operations Strategy* by David Garvin. Prentice Hall, 1992

- *Balanced Sourcing* by Laseter. Jossey-Bass Publishers, 1998.

### 3.5 Elective R&SCM-3: Services & Retail Marketing

#### Learning Objectives:

- To acquaint the students with the service design elements of variety of services.
- To provide the students with the strategies for marketing services.
- To introduce the students with various types of retailing in India.
- It also provides the students with merchandise management.

1. Service: concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning, Customer expectations and perceptions of services.
2. Service marketing Mix: product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.
3. Strategies for Marketing: overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.
4. Introduction to Retailing: types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.
5. Merchandise Management: sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

#### Reference:

- Hoffman, 2007, "Services Marketing", Thomson.
- Lovelock, Chatterjee, 2006, *Services Marketing People, Technology Strategy*, 5th edition, Pearson Education.
- David Gilbert, 2003, *Retail Marketing Management*, 2nd edition, Pearson Education.
- Zeithaml Valerie A. and Bitner Mary , 2000, *Services Marketing* TMH.
- Rampal M.K. and Gupta S.L, 2000, *Service Marketing, Concepts, application and cases*, Galgotia Publishing Company, New Delhi.
- Levy & Weitz, 2005, *Retailing*, TMH
- A J Lamba, 2006, *The Art of Retailing*, TMH
- Patrick M. Dunne and Robert F. Lusch ,2005, *Retailing*, Thomson Learning
- Fernie & Sparks, 2005, *Logistics & Retail Management*, Viva Books
- Gilmore , 2005, *Services marketing and Management*, Response Books
- Gronroos, 2005, *Services Management & Marketing*, John Wiley

- Cullen & Newman, 2007, "Retailing, environment and operations", Thomson.

## **BANKING & INSURANCE**

### **3.3 Elective B&I -1: Law & Practice of Banking**

#### **Learning Objectives:**

- Be conversant with banking law's historic development and how it shaped today's bank regulatory regime.
  - Get familiar with and be able to navigate the various legal and regulatory regimes applying to banks
  - Discuss the root causes of bank panics and the regulatory framework which has evolved to address this systemic risk.
  - Demonstrate an awareness of law and practice in a banking context.
1. Banking and Regulation act of 1949
  2. Analysis of Financial statements of Banks
  3. Basel Norms & issues in implementation in India
  4. Management of Banks – NPA and SARFAESI Act
  5. Management of Risk in banks – VAR model, case studies of recent bank failures in India.

### **3.4 Elective B&I- 2: Investment Banking & Merchant Banking**

#### **Learning Objectives:**

- Understand the main difference between Investment banking and Merchant banking
  - Be adapt with the issues concerning Investments and Merchant Banks
  - Understand regulations concerning structured finance, capital markets, loan syndication, M&A advisory and capital market advisory services.
  - Get familiarized with regulatory issues concerning Non-banking financial corporations.
1. Nature of Investment Banks & Merchant Banks, Convergence in banking
  2. Regulatory issues concerning Investment & Merchants Banks

3. Management of NBFC's ,regulatory issues
4. Banking services & social inclusion
5. Analysis of sub prime crisis of 2007 in the US and its implications for India.

### **3.6 Elective B&I -3: Corporate Banking & Retail Banking**

#### **Learning Objectives:**

- Explain the difference in roles of Corporate and Retail Banking and services they offer.
  - Understand the types of facilities offered to Industry by commercial banks
  - Know the types of loans as retail products and their provisions
  - Discuss issues in Risk Management
1. Introduction to products & services offered by commercial banks.
  2. Commercial Bank credit to Industry: Types of facilities, Term loan, underwriting, working capital credit, loan syndication, bridge finance, mezzanine finance etc.
  3. Commercial bank credit to venture capital firms ,valuation & risk management
  4. Types of Retail products: Consumer loans, Auto loans, Home loans etc.
  5. Agricultural loans – Types of loans & issues in risk management.

## **FOURTH SEMESTER**

### **4.1 Strategic Management**

#### **Learning Objectives:**

- To device strategies of the organization with clear vision and mission using the best available technology.
- To understand environmental considerations and also knowing socioeconomic and cultural background of both internal and external environment.
- To experience policy making process and making technological changes keeping in mind the change in needs of the customers to compete in local as well as global markets.
- To understand generic competitive strategies.

1. Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.
2. Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.
3. Establishing organizational direction – developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.
4. Generic competitive strategies – stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis.
5. Strategy implementation – building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

#### **References:**

- *Strategy and Structure* – Alfred C. Chandler
- *Strategic Management* – Alex Miller and Irwin
- *Competitive Advantages: Creating and Sustaining, Superior Performance* – Michael E. Porter
- *Competing for the future* – Prahalad and Hammel
- *The Future of Competition* – Prahalad and Venkataraman
- *Crafting and executing Strategy* – Aurthor A. Thompson and others
- *The Art of Strategy* – Avinash K. Dixit and Barry J. Nalebuff

## **ELECTIVE PAPERS**

### **MARKETING**

#### **4.2 Elective MM 4: Product and Brand Management**

##### **Learning Objectives:**

- To increase understanding of the important issues in planning and evaluating product and brand strategies.
- To provide “real world” experience and understanding of product and branding strategies.

- To understand product and branding concepts from the consumer’s point-of-view.
- To explore contemporary issues in product and branding development and sustainability.

1. **Introduction to Product Management:** basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.
2. **New Product Planning and Development:** organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.
3. **Marketing Planning:** planning process, components of marketing plan – competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting – Targeting – Positioning (STP) – basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy.
4. **Brands and Brand Management:** customer based brand equity – brand positioning and values – choosing brand elements to build brand equity.
5. **Designing Marketing programs to build brand equity:** measuring sources of brand equity – design and implementing branding strategies – managing brand over time.

##### **References:**

- *Product Management* – Donald R. Lehman, Russel S. Winner and
- *Strategic Brand Management* - Kevin L. Keller
- *The Brand Management Checklist* – Brab Vanauken and Managing Indian Brands – Ramesh Kumar
- *Application Exercises in Marketing* – Ramesh Kumar
- *Brands & Branding by The Economist*
- *Strategic Brand Management by Jean Noel Kapferer*
- *Building, Measuring, and Managing Brand Equity by Kevin L. Keller*
- *Handbook of new product management* – Christopher H. Luch

#### **4.3 Elective MM 5: Business Marketing Management**

##### **Learning Objectives:**

- To create an understanding the nature of business marketing vis-a-vis consumer marketing.
- To create an awareness about the business to business (B2B) model of marketing



- To understand the organization Buying Behaviour (OBB) with emphasis on the customer profile identification of need based requirements in terms of quantity, quality, cost & delivery of industrial buyers.
  - To understand the various strategies involved in business marketing in terms of product, price, positioning, placement, promotion etc vis-a vis competitors.
1. **The Nature of Business Marketing:** business and consumer products, Basis for classification, Difference between business and consumer marketing, Business marketing in global context, Classification of business consumers, Classification of business products.
  2. **Organizational Buying Behaviour (OBB):** key characteristics of organizational customer and buying process – Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process. Marketing information system for organizational market
  3. **Business Marketing Planning:** planning process, Demand analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, New product development, Managing business services, PLC of industrial products.
  4. **Managing Business Marketing Channels:** direct and indirect distribution, E-channels, Distributors, Manufacturer representative, Channel design and administration. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets – Competitive bidding and leasing, Advertising and sales promotion, Personal selling in business marketing
  5. **Managing Business Markets:** managing personal selling function, Key account management, Sales administration, Selling through Internet. E-commerce, Prospecting on Internet, Accepting orders and payment on net

**References:**

- *Business Marketing Management* – Michael Hutt and Thomas Speh, 8<sup>th</sup> Edition, Thomson Learning
- *Industrial Marketing* – Reeder and Reeder (PHI)
- *Industrial Marketing* – Richard Hill (AITBS)
- *Supply Chain Management* – Sunil Chopra and Peter Meindl (1<sup>st</sup> Indian reprint, Pearson Education)
- *Business Marketing* – Haynes
- *Business Marketing* – Rangan

#### 4.4 Elective MM 6: Services Marketing

**Learning Objectives:**

- To understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.
- To use critical analysis to perceive service shortcomings with reference to ingredients to create service excellence.
- To identify and discuss characteristics and challenges of managing service firms in the modern world including cultural implications
- To know key linkages between marketing and other business function in the context of designing and operating an effective service system.

1. **Introduction to Services Marketing:** definition of services, Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix, Recent trends in services marketing. Sectoral view of service industry.
2. **Consumer Behaviour in Services:** gap analysis for understanding consumer behaviour. Customer expectations – Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blueprinting. Customer defined service standards. Physical evidence service scope.
3. **Delivering and Performing Services:** employees role in service delivery – Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels.
4. **Managing Demand and Capacity:** managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality.
5. **Marketing of Services:** health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.

**References:**

- *Services Marketing – Integrated Customer Focus Across The Firm* – Valarie A. Zeithaml and M. J. Bitner
- *Services Marketing – People, Technology and Strategy* – Lovelock
- *Services Marketing* – Ravishankar
- *Marketing of Services* – Jha
- *Marketing of Services* – G.S. Bhatia
- *Marketing of Services* – Sahu and Sinha

#### 4.5 Elective MM 7: International Marketing

**Learning Objectives:**

- To give an in depth analysis of international marketing and its opportunities for the marketer.
- It also helps them to understand promotional policies of the governments to augment trade.
- It provides the procedures to export and import from various countries.

- It also provides insights into the International Economic Institutions and its relationships with India.

1. **International Marketing:** introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC's, Global marketers etc.
3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
4. **Export Planning:** export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India – Export documentation procedures and formalities.
5. **International Economic Institutions and Forums:** GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business

**References:**

- *International Marketing – Sak Onkvisit and John J. Shaw*
- *International Marketing – Philip Cateora and John Graham*
- *International Marketing – C.A. Francis*

## FINANCE

### 4.2 Elective FM 4: Financial Strategies

**Learning objectives:**

- To understand the students with the various financial strategies of business.
  - To help the students to understand financial distress and restructuring.
  - To provide the students to understand dividend policy of a firm.
  - It is also to provide students with credit rating and merchant banking.
1. **Mergers and Acquisitions:** basic forms of acquisitions, tax forms of acquisition, Accounting, Synergy from an acquisitions, and sources of synergy, calculating value of firm after acquisition, cost to stockholders from reduction in risk, the NPV of merger, defensive tactics. Takeover and Buyouts.

2. **Financial Distress and Restructuring:** introduction, causes and effects of financial distress, operational cutbacks, Causes and effects, Divestiture vs. asset sales, Financial restructuring, Reforming governance (or) Management structures (or) Replacing management Debt restructuring, Bankruptcy, liquidation & reorganization.
3. **Private Equity and Venture Capital:** introduction, Rudiments of valuing and financing a venture, Stages of venture development and financing, Financial analysis of Venture capital firms (VCCs), Structuring the deal/ Financial Instrument, Investment nurturing, valuation of VC portfolio, Initial Public offerings of stock – Managing internal and seasoned equity offerings.
4. **Dividend policy and Stock Repurchases:** the Irrelevance of Dividends and Stock Repurchases in Ideal Capital Market. Types of Dividends and Dividend Payment Process. Dividends and Principle Agent Conflicts. Dividends, Taxes and Transaction Costs. Stock Repurchases versus Dividends. Corporate Liabilities- Alternate Debt Financing Sources, Debt Maturity Decision, Corporate use of Trade Credit, Bank Loans and Relationship Lending. Information in Debt related Events.
5. **Merchant Banking and Credit Rating:** introduction to merchant banking, merchant bankers/lead managers, registration, obligation and responsibilities, underwriters, obligation, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.

### 4.3 Elective FM 5: Derivatives

**Learning Objectives:**

- To demonstrate an understanding of the uses of risk management approaches and techniques used by modern organizations.
  - To apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.
  - To make informed judgments on the use of derivative instruments.
  - To evaluate, synthesise and communicate strategies to manage risk
1. **Introduction to Derivatives:** forwards, Futures, options, swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, Variation margins, Types and orders. future commission merchant.
  2. **Forward and Future Contracts:** forward contracts, futures contracts, Financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Hedging using futures

contracts, Hedging using stock index future contracts, Index futures, Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures.

3. **Options Contracts and Trading Strategies:** characteristics of options contracts, trading strategies.
4. **Valuation of options** – graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model. Option Greeks.
5. **Commodity future market:** forward market commission; exchanges trading mechanism.

#### 4.4 Elective FM 6: International Financial Management

##### Learning Objectives:

- To give a specialized knowledge of significance of Foreign exchange and its relevance to survival of Companies in international markets.
  - To study the foreign exchange markets.
  - It also provides insights about hedging and swaps.
  - It also helps in international investment decisions.
1. **International Financial Management: Structure of foreign exchange market:** the balance of payments, international monetary system – I.M.F, the nature of global capital flows – FDI, FII, Private equity and hedge funds.
  2. **Exchange rate determination:** structural models of exchange rate determination – IRP and PP Parity, exchange rate forecasting. Transfer pricing and netting.
  3. **The foreign exchange market:** structure, types of transactions, quotations and Arbitrage. Exchange rate regimes – foreign exchange market in India.
  4. **Measurement of exposure and Risk:** classification, transaction, translation and operating exposures. Management of exposures. Hedging, forwards, currency futures, options, swaps and hedging with money market.
  5. **Management of interest rate exposure:** FRA interest rate caps and floors. Financial swaps-types-motivation application of swaps. GDR, ADR.

##### References:

- Buckley, Adrian – *Multinational Finance*, New York, Prentice Hall Inc. 1996
- Kim, Suk and Kim, Seung – *Global Corporate Finance: Text and Cases*, 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993

- Shapiro, Alan.C – *Multinational Financial Management*, New Delhi, Prentice Hall of India, 1995
- *International Financial Management* by P.G.Apte, Mc Graw Hill.
- *International Financial Management* by Jeff Madura

#### 4.5 Elective FM 7: Corporate Taxation

- To understand the basic concepts related to Income Tax act.
- To help the students to understand the computation of business income.
- To provide the student to compute Capital gains
- To help the students to understand the assessment and advance payment of Tax in business

1. **Outline of Income Tax Act, 1961:** basic Concepts and Definitions, Incidence of Tax, Heads of Income, Exemptions and deductions.
2. **Computation of Business Income:** definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.
3. **Computation of Capital Gains:** capital Asset, Transfer, Short Term and Long Term Capital Gain, Cost Inflation Index, Exemptions.
4. **Set off and Carry Forward:** business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.
5. Tax Implications in Business Restructuring

##### References for Elective FM 1 to 7:

- *Financial Management and Policy* – Van Horne
- *Corporate Finance* – Brealy Myers: Ross, westfield, jaffe .
- *Investments* – William Sharpe and others; Bowdie and others
- *Investment Management* – Prasanna Chandra
- *Investments* – Schaum Series: Francis and Taylor
- *Financial Management* – Brigham and Erhardt
- *Corporate Finance* – Brigham and Erhardt
- *Managerial Finance* – Weston and Copeland
- *Advanced Corporate Finance* – Ogden, Jen and O'Connor
- *Income Tax Act of 1961*
- *Income Tax Act* – Malhotra; Taxman Publication; Ravikishore
- *Portfolio Construction ,Management and Protection* by Robert A Strong
- *Derivatives* by Dubofsky
- *Futures ,Options and other Derivatives* by John C Hull
- *Futures and Options* by Vohra and Bagri
- *Financial Derivatives* by N.R.Parasuraman.
- *The Revolution in Corporate Finance* by edt by Stern
- *Modern Investment Theory* by Robert A Haugen

- *The handbook of commodity investment - Fabozzi & others*
- *Modern Portfolio Management - Leibowitz & Others*

## HUMAN RESOURCE MANAGEMENT

### 4.2 Elective HRM 4: Strategic Human Resource Management

#### Learning Objectives:

- To explain the purpose of strategic planning in an organization
  - To demonstrate the ability to explain the importance of people in the achievement of strategic change.
  - To analyze the strategic issues and strategies required to select , develop , appraise & compensate human resource.
  - To integrate the knowledge of HR concepts to take correct business decisions.
1. **Context of Strategic HRM:** investment perspective of HRM, factors influencing investment oriented organizations, Impact of changes in technology, Workforce demographics & diversity on HRM.
  2. **Strategic Role & Planning:** strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR planning; aggregate & succession planning.
  3. **Strategic Perspectives on Recruitment, Training & Development:** Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, need assessment, design & delivery.
  4. **Strategic Perspectives on Performance Management, Feedback & Compensation:** use of System, who, what & how to evaluate, measures of evaluation, Internal equity, external equity, and Individual equity.
  5. **Employee Separation:** reduction in force, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment.

#### References:

- *Strategic HRM – Jeffery Mello, Thompson Publication, New Delhi*
- *Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001. – (Unit 1)*
- *S.K. Bhatia – Strategic Human resources Management, Deep & Deep Publication Pvt. Ltd., 2007..*
- *Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.*
- *Kandula S.R. (2001). Strategic Human Resource Development. Eastern Economy Edition, Prentice Hall India.*

- *Boxell & Purcell, J. (2003). Strategy And Human Resource Management. Palgrave Mcmillan*
- *Strategic HRM – Michael Armstrong, Kogan page, London*
- *Strategic HRM – Agarwal, Oxford University Press, New Delhi.*
- *Strategic Management – Gregory Dess and Alex Miller.*
- *Strategy Driven Talent Management – Edtd Silzer Dovell*

### 4.3 Elective HRM 5: Labour Legislations

#### Learning Objectives:

- The course provides basic conceptual basis of industrial relations.
  - It is aimed at developing and understanding interaction pattern among labour, management and the state.
  - It imparts basic knowledge of the labour laws and its features with various enactments with focus on practice.
  - To understand major statutes and regulations pertaining to employment practices with respect to state.
1. **Industrial Disputes Act 1947:** emphasis on Sec 2 (all definitions), 9A, 10, 12, 17, 18, 22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Sec 33. Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.
  2. **Indian Factories Act 1948:** Karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.
  3. **Payment of Gratuity Act 1982:** payment of bonus act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act.
  4. **ESI Act 1948:** employees provident fund and miscellaneous provisions act 1952, workmen's compensation act 1932. payment wages act 1936.
  5. **Code of Discipline in Industries:** report of the second national labour commission 2002. Latest ILO deliberation on labour legislation in developing countries.

#### References:

- *Industrial Laws – P.L. Malik*
- *Industrial Laws – Sanjeev Kumar*
- *Labour Law Journals – Monthly*
- *Current Labour Reporter – Monthly*
- *CLR Annual Digest – 1999 – 2005*

### 4.4 Elective HRM 6: Industrial Relations & Collective Bargaining

#### Learning Objectives:-

- To help students acquire solid theoretical, practical and ethical perspective on various aspects of IR.

- To make the student aware of the present state of IR in India.
- To understand the various processes and procedures of handling Employee Relations.
- To be acquainted with the concepts, principles and issues connected with Trade Unions, Collective Bargaining and Grievance Redressal.

1. **Industrial Relations:** Historical background, concept and approaches in IR – stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.
2. **Trade Unions:** trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.
3. **Grievances and Disciplines:** grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes – Lay off, Termination simplicitor, Retrenchment, closures, VRS.
4. **Collective Bargaining:** concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.
5. **Settlements:** types of settlements, wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

**References:**

- *Industrial Relation – Ramaswamy*
- *Industrial Relation – Sarma*
- *Industrial Relation – Venkatarathnam*
- *Industrial Relation – Arun Monnappa*
- *Industrial Relation – T V Rao*

#### 4.5 Elective HRM 7: Knowledge Management

**Learning Objectives:**

- It introduces to concepts and ideas on knowledge acquisition, creation and externalization in modern organization.
- To understand the organizational strategy and knowledge management initiatives.

- To address different aspect of knowledge management: knowledge culture, teams and leadership.
- To develop analytical skills of organizational intellectual ability as well as managerial skills for knowledge based strategy implementation.

1. **Knowledge Management:** concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems, Knowledge Service, Strategic Knowledge Leadership.
2. **Strategic Knowledge Management:** models, knowledge workers, phases of knowledge development, knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework.
3. **Knowledge Leader:** contributory Disciplines to Knowledge Leadership, Attributes Roles, Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders.
4. **Knowledge Culture:** Knowledge Culture Enablers, Maintaining the Knowledge Culture during Change, Reviewing, Implementing & Maintaining the Knowledge Culture.
5. **Knowledge Management & HRM Practices:** structural Support, Impact of Organizational Structure on Knowledge Management, Staffing, Performance Management, Rewarding, Knowledge Workers, Learning & Development, Organizational Evaluation and Review.

**References:**

- *Knowledge Management – Shelda Debowski – John Wiley India edition*
- *Knowledge Management – Elias M.Awad & Hassan M.Ghaziri – Pearson Education.*
- *Knowledge Management – Carl Davidson & Philip Voss – Vision Books*

### INTERNATIONAL BUSINESS

#### 4.2 Elective IB 4: International Marketing

**Learning Objectives:**

- To give an in depth analysis of international marketing and its opportunities for the marketer.
- It also helps them to understand promotional policies of the governments to augment trade.
- It provides the procedures to export and import from various countries.
- It also provides insights into the International Economic Institutions and its relationships with India.

1. **International Marketing:** introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC's, Global marketers etc.
3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
4. **Export Planning:** export finance, Letter of credit, export licensing, Export houses, export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India – Export documentation procedures and formalities.
5. **International Economic Institutions and Forums:** EFTA, LAFTA, EU, SAARC, APEC World Bank, IMF and other trading blocks and common marketing for international business.

**References:**

- *International Marketing – Sak Onkvisit and John J. Shaw*
- *International Marketing – Philip Cateora and John Graham*
- *International Marketing – C.A. Francis*
- *International Business – Daniel*

### 4.3 Elective IB 5: India & WTO

**Learning Objectives:**

- To acquaint the students with international body/ Institution WTO and its establishment for the smooth conduct of International trade & Business. Highlighting its importance.
  - To identify the inherent structure & the primary objectives of WTO.
  - To recognize the functional role of WTO, as a facilitator & protector of international trade.
  - To highlight some of the important trade agreements under the overall preview of WTO such as TRIPS/ TRIMS/ GATS Etc
1. **Globalization:** globalization of world economy, business, impact and implications, policy options and governance. Arguments for India joining WTO - Arguments against membership – benefits and disadvantages to India. India's commitment and role in WTO – India as defendant and as complainant – India's position in WTO.
  2. Regional trade blocks and economic integration – reasons for growth of economic blocks – economic – political – types of economical integration. Major regional trade groups – NAFTA, MERCOSUR, APEC, EU, BIMSTAC, ASEAN, G-6, IBSA. Euro benefits of common currency – expectancy – impediments of integration, India's role in

promoting foreign trade – vision perspective, road map, prospects, performance and evaluation.

3. **WTO – Objectives, function, GATT and WTO., principles of WTO – transparency, MFN treatment, national treatment – free trade principles – dismantling trade barriers – ruled based trading system, treatment of LCD's – competition principles – anti dumping measures – environment protection.**
4. Review of India's economy post 1995, analysis of general agreement on trade in services (GATS), definition of services under GATS, modes of international delivery services – cross border supply – commercial supply – consumption abroad, movement of personnel special agreements under WTO – TRIPS – TRIMS – objectives of intellectual property protection, Indian patent law and trips – issues, controversies and legal position.
5. Review of India's International Business with relevance to bilateral, preferential, regional, free trade, multilateral trade agreements. India's stand on WTO agreements – agriculture, NAMA, IPR, mode 4 restrictions, subsidies, concessions etc. India as a facilitator in the formation of regional blocks, economic blocks.

**References:**

- *International Business – By Roger Bonnet*
- *International Business - Michael Zinkata*
- *International Business - John d.Daniels*
- *International Business – Richard M.Shaffer*
- *International Business - Rugman*
- *International Business – Vyeptakesh Sharan*
- *International Economics – Dominick Salvatore*
- *Prospects of India's Foreign Trade – N.A.Khan*
- *India's Foreign Trade - Vadilal*
- *Manual of Foreign Exchange – H.E.Evilt*

### 4.4 Elective IB 6: International Financial Management

**Learning Objectives:**

- To give a specialized knowledge of significance of Foreign exchange and its relevance to survival of Companies in international markets.
  - To study the foreign exchange markets.
  - It also provides insights about hedging and swaps.
  - It also helps in international investment decisions.
1. **International Financial Management:** structure of foreign exchange market. The balance of payments, International monetary system – I.M.F, The nature of global capital flows – FDI, FII, Private equity and hedge funds.

2. **Exchange rate determination:** structural models of exchange rate determination – IRP and PP Parity, exchange rate forecasting. Transfer pricing and netting.
3. **The foreign exchange market:** structure, Types of transactions, quotations and Arbitrage. Exchange rate regimes – foreign exchange market in India.
4. **Measurement of exposure and Risk:** classification, Transaction, translation and operating exposures. Management of exposures. Hedging, forwards, currency futures, options, swaps and hedging with money market.
5. **Management of interest rate exposure:** FRA interest rate caps and floors. Financial swaps-types-motivation application of swaps. GDR, ADR.

**References:**

- Buckley, Adrian – *Multinational Finance*, New York, Prentice Hall Inc.m 1996
- Kim, Suk and Kim, Seung – *Global Corporate Finance: Text and Cases*, 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993
- Shapiro, Alan.C – *Multinational Financial Management*, New Delhi, Prentice Hall of India, 1995
- *International Financial Management* by P.G.Apte, Mc Graw Hill.
- *International Financial Management* by Jeff Madura

#### 4.5 Elective IB 7: India's Foreign Trade

**Learning Objectives:**

- To Understand India's position in the globalized world market in terms of quantum of world trade and its contribution to the GDP, economic growth & development as a performance parameter.
  - To understand the balance of payments (BoP) in term of foreign trade & to identify and address any imbalances in trade which India needs to work on or working on.
  - To take note of the various bi-lateral & multilateral trade agreements which India has entered into and also the nature & scope of various areas of economic cooperation which India seems to be pursuing.
  - To understand the foreign Trade Policy of India in both letter & spirit and its thrust in export promotion.
1. **Foreign trade and BOP of India:** foreign trade under plan, major exports and imports impact on Indian economy and BOP, trade directions, major hindrances in Indian exports sector, structural treatment in promoting international trade by India.
  2. Recent trends in India's foreign trade, directional pattern, major export commodities – thrust area commodities, trends, problem and prospects,

major competitors, major import commodity groups, trade control in India (foreign trade development and regulation act), import and export control orders, export – import licensing system, exchange control in India.

3. Export Promotion – incentives, duty drawbacks, packing credits, export promotion councils, advisory bodies – CAPAXIL, FICCI, CII, PHD chamber of Commerce, DGFT and functional facilitators, evaluation of India's policy on exim plan, control of foreign trade.
4. Contemporary Export Import trend analysis: Invisible exports – Banking, Insurance, shipping, tourism, manpower, consultancy, software etc – need to promote trade, control objectives and machinery for export control, maintenance and development of imports. Import substitution, need to control import trade, objectives and machinery for import control, maintenance and development of imports
5. Role of Government in India's Foreign Trade: State trading corporation, mineral and metal trading corporation, role of commodity boards, commercial treaties, trade agreements, counter trade

**References:**

- Bhashyam.S – *Export Promotion in India: The Institutional Infrastructure*, Commonwealth Pub., Delhi, 1988
- Khanna, Sri Ram – *Export Marketing in India's New Manufacturers*, University of Delhi, Delhi, 1986
- Jain.S.K – *export Performance and Export Marketing Strategies*, Common wealth Pub., Delhi, 1988
- Nayyar, Deepak – *India's Export and Export policies in the 1960s*, Cambridge University press, 1976.

### INFORMATION SYSTEMS

#### 4.2 Elective IS 4: Enterprise Resource Planning And Business Process Re-Engineering

**Learning Objectives:**

- To know and apply key technical terminology in enterprise information systems as they apply in different ERP products and development methods
  - To understand key differences between the major ERP applications (such as SAP R/3, and Oracle/PeopleSoft/Sibel) and issues specific to these applications their configuration and management.
  - To evaluate the progress of an ongoing ERP implementation project.
  - To understand various BPR methodologies and their applications.
1. **Introduction:** fundamentals of supply chain management, applications systems in the individual business functions.

2. **Introduction to ERP:** an overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.
3. **SAP's SCM system:** recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM.
4. **Re-engineering:** an imperative for survival, implementing BPR – methodology and steps, Is re-engineering necessary?
5. **Trends in Information technology:** people view, empowering people through information, managing change – the Indian paradigm.

**References:**

- *ERP – Alexis Leon, Leon Publishers*
- *Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition*
- *The one Source For Comprehensive Solutions – Using Sap R/3 III Edition – Authored by Asap World Consultancy-PHI.*
- *Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP*
- *An Insider's Unblased Appraisal of SAP R/3 Management – Wiley, Coriolis – dreamtech*
- *ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI*
- *Hammer, Michael and Champy, James: Reengineering the Corporation: A manifesto for business revolution: Harper Business*

### 4.3 Elective IS 5: Electronic Commerce

**Learning Objectives:**

- To understand the complexity of e-commerce and its many facets.
  - To explore how e-business and e-commerce fit together.
  - To identify the impact of e-commerce.
  - To recognize the benefits and limitations of e-commerce.
1. **Introduction to E-Commerce:** advantages and limitations to E-Commerce, Value chains and managerial implications of E-Commerce.
  2. **Internet:** the internet and the worldwide web, the internet Protocol Suite, internet architecture, Internet service providers (enabling technologies of the worldwide web), Inter organizational Commerce and EDI, EDI implementation, mobile Commerce.
  3. **Computer Networks & Security:** different types of networks, protocols and media.

4. **Security and challenges:** electronic payment systems and the issues involved, security issues and encryption, E-CRM, E-SCM. E-Strategy.
5. **Consumer oriented Electronic Commerce:** advertising and Marketing on the internet, Consumer Search and Resource Discovery, Web based b2b E-Commerce. Intranets and extranets. Legal and ethical issues, legal infrastructure for E-Commerce in India (The Information Technology Act, 2000), International cyber laws.

**References:**

- *Ravi B.Kalakota and Andrew B.Whinston – “Frontiers of Electronic Commerce”. Addison Wesley, Pearson Education, Asia.*
- *“Practical Cryptography”, Bruce Schneir and Neils Ferguson, Wiley-dreamtech India Private Ltd.*
- *“E-Commerce-Amangarial perspective”, P.T.Joseph. Prentive Hall, India*
- *“Electronic Commerce”, Framework, Technologies and applications, Tata McGraw Hill.*
- *“Electronic Commerce”, From vision to fulfillment, Elias M.Awad, PHI.*
- *Jeffrey F.Rayport and Bernard J.Jawoski-introduction to E-Commerce.*

### 4.4 Elective IS 6: IPR and Cyber laws

**Learning Objectives:**

- To introduce the cyber world and cyber law in general
  - To explain about the various facets of cyber crimes
  - To enhance the understanding of problems arising out of online transactions and provoke them to find solutions
  - To clarify the Intellectual Property issues in the cyber space and the growth and development of the law in this regard
1. **IPR – introduction, Basics, Legal Concepts, International Architecture of Protection, Global Regulatory, DRIPs, TRIPs, Diplomacy in IPR protection, IPR in India, IPR vs Vertical Industries.**
  2. **Cyber Laws:** cyber alerts, internet frauds, thefts and crimes, cyber laws Vs vertical industries.
  3. **Online Shopping Methods:** shopping carts, internet payment gateways, electronic data interfaces, payment methods and approval mechanisms, credit card merchants and payments
  4. **Information Security:** concepts, methods, tools, standards, compliances.
  5. **Information Security Control and Disaster Management.**

**References:**



- *Practical Approach To Intellectual Property Rights* By Rachna Singh Puri, Arvind Viswanathan
- *Re-thinking intellectual property: the political economy of copyright ...* By YiJun Tian
- *Intellectual property and information wealth: issues and practices in the ...* By Peter K. Yu
- *Cyber law simplified* – by Vivek Sood
- *Cyberlaw for global E-business: finance, payment, and dispute s* – by Takashi Kubota
- *Cyberlaw: the Indian perspective-* by Pavan Duggal
- *Information Technology in Business Management* – by Dr. Mukesh Dhunna, J. B. Dixit
- *Payment technologies for E-commerce* by Weidong Kou
- *New payment world: a manager's guide to creating an efficient Payment Process* – by Mary S. Schaeffer
- *Managing information security risks: the OCTAVE approach* – by Christopher J. Alberts, Audrey J. Dorofee –
- *Information Security: design, implementation, measurement, and Compliances* – by Timothy P. Layton
- *An information security handbook* – by John M. D. Hunter

#### 4.5 Elective IS 7: Business Strategies

##### Learning Objectives:

- To disseminate knowledge regarding the concept and tools of Business Policy and strategy
  - To understand various perspectives and concepts in the field of Business Strategic Management
  - To understand the principles of strategy, formulation, implementation and control in organizations.
  - To develop skills for applying these concepts to the solution of business problems and master the analytical tools of strategic management
1. **Introduction:** defining your business idea, creating an e-business plan, getting your business off the ground, Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models.
  2. **Internet:** Value configuration and the internet valuing and financing an internet start-up.
  3. **e-business:** Building your e-business, designing an e-business web site, understanding back-end systems.
  4. **Busines Environment:** the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case.
  5. **Launching your e-business**

##### References:

- *Creating a winning e-business, 1 Edition, Napier, Judd, Rivers and Wagner*
  - *Internet business models and strategies, Edition 2001, Allan Afush, Christoper L.Tucci*
  - *E-servie, New Directions in Theory and Practice, Roland T.Trust and P.K.Kannan, Prentice Hall India.*
  - *Steven Alter: Information Systems: Foundation of e-business, PHI*
- For practicals:**
- *Web Design, with HTML/Flash/Javascript/Dream weaver/Front page and e-Commerce*
  - *Multimedia Systems Design, Prabhat K.Andleigh and Kiran Thakrar.*

## **TOURISM & TRAVEL MANAGEMENT**

### **4.2 Elective TTM 4: Event Management**

#### **Learning Objectives:**

- To familiarize the students with the essentials of Event Management;
  - To describe the concepts and steps in event management
  - To know the preparation that is needed for a career as an event manager
  - To understand the potential of MICE and Event Tourism
1. Definition, Scope of Event Management: introduction to conventions, exhibitions, meetings – definition & components. Nature and demand of conference market. Growth and development of event industry, economic and social significance.
  2. Typology of planned events, varieties & importance of events, Key steps to successful events characteristics and complexities of events checklist for different events, planning schedule & actions agenda.
  3. Conference program designing, timing, supervision, presentation, catering and hospitality, Transportation, teleconferencing, recording & publishing sponsorship, sponsors, organizers, customers & guests. Event planning, Key characteristics, Pre-event responsibilities, legal issues, negotiations.
  4. Events and Tourism, Business tourist, Tourism & Culture, Incentive tours Risk Management, Safety and Global issues in Event Management.
  5. MICE Tourism: tourism events – national & International Scenario International Trade Fairs & Mars – Germany, China, Singapore, Hongkong, U.K, etc. Events and Tourism Marketing.

#### **References:**

- *Event Management in leisure & tourism – David Watt*
- *Conferences – Tomy Rogers*

### **4.3 Elective TTM 5: International Tourism**

#### **Learning Objectives:**

- To familiarize with the Tourism policies in the national and international context.
  - Demonstrate an understanding of various Tourist Organizations
  - Enabling the importance of International Tourist Organizations
  - Understanding the future of tourism
1. Globalization & tourism sector: globalization & the business world, the tourism industry, challenges, Factors affecting Global & regional tourist movements, Demand and origin factors, destination & resource factors. Contemporary trends in international tourist movements.

2. The emergence of international hotels & tourisms: historical aspects, development of chains, development abroad, airline connection.
3. Political aspects of the international travel, tourism Barriers to travel, tourism investment & business, regulations, international organizations dealing with barriers viz: WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management.
4. Human resources & cultural diversity: Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations.
5. International tourism sales & marketing: Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, product positioning.

#### **References:**

- *Mill, R.C., (1990), Tourism: The International Business, Prentice Hall, New Jersey.*
- *Bhatia.A.K., - International Tourism*

### **4.4 Elective TTM 6: Art Heritage of India:**

#### **Learning Objectives:**

- To study the richness and diversity of Indian culture;
  - To evaluate the contemporary trends of India culture
  - To appreciate the co-existence of different cultural and religious practices of India.
1. Indian Culture and Heritage: Concept – History – Stages of evaluation – The Mohenjodaro and Harappan period – Vedic Age, Buddhist epoch, Gupta Period, Early and Late Medieval period, Modern period, Features of Indian Cultural Heritage – Conservation of Culture.
  2. Study of Indian Architecture: the prominent Architectural style in different period – Harappan Architecture, Ancient Indian Architecture viz Hindu – Buddhist style. Mughal Architecture. The Rock-Cut monuments – colonial Architecture, Study of important Architectural sites of India. Study of Indian Temple Architecture and popular religious centres – Hindu, Buddhist, Jain, Muslims, Parsis and Christian.
  3. Paintings: Indian Paintings – characteristic features – Medieval and Modern Paintings, Study about performing Arts of India, Dances of India, Historical evolution – archeological and literary evidence, Indian Classical Dances – Folk Dances, Music of India – classification – Marg & Desi, Karnatic style, North Indian Music – Musical instruments.

4. Role of Performing Art in Tourism Development & Handicrafts: Indian Theatre – Different Theatrical forms, Indian Cinema – Evolution – Role in Tourism Development, Indian handicrafts – textiles, clayworks, stone works, woodworks etc. – craft melas – Marketing of Handicrafts – Bottleneck.
5. Museums and their role: Role of Museums in preservation of art Heritage – Types of Museums – Acquisition of Museum Articles – Role of Museum in Special Interest Tourism.

**References:**

- *Tourism Development* – A.K.Bhatia
- *Heritage Tourism Development* – Romila Thaper
- *Development of Tourism in India* – H.L.P.Rai
- *Paryatan Bhugol* – Prof. S.B.Shinde
- *Paryatan Bhugol* – Dr. Y.T.Gharpure
- *Paryatan Bhugol* – Dr. Nagtode and others

#### 4.5 Elective TTM 7: Travel Agency Management.

##### Learning Objectives:

- To understand the significance of travel agency and tour operation business;
  - To know the current trends and practices in the tourism and travel trade sector; and
  - To develop adequate knowledge and skills applicable to travel industry.
1. Travel formalities: passport, visa, health requirements, taxes, customs, currency, travel insurance, baggage and airport information. Travel Agency and Tour Operation Business: History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector.
  2. Approval of Travel Agents and Tour Operators: approval by department of tourism, Government of India. IATA rules and regulations for approval of a travel agency, Approval by Airlines and Railways. Study of various Fiscal and Non – Fiscal incentives available to Travel agencies and Tour Operations business.
  3. Functions of a Travel Agent: understanding the functions of a travel agency – travel information and counseling to the tourists, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages, handling business/corporate clients including conference and conventions. Sources of income: Commission, Service charges. Travel

Terminology: Current and popular travel trade abbreviations and other terms used in preparing itineraries.

4. Functions of a Tour Operator: market research and tour package formulation, assembling, processing and disseminating information on destinations, Liaisoning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.
5. Public and Private sector in Travel Agency Business and Tour Operation Business: organizational Structure and various departments of a Travel Agency. Case study of ITDC. Case study of SITA, Cox & Kings, TCI and Thomas Cook. The Indian Travel Agents and tour operators – an overview. National Trade Associations: IATO and TAAI.

**References:**

- Holloway.J.C (1983), *The Business of Tourism*, McDonald and Evans, Plymouth.
- Syrratt Gwenda, (1995). *Manual of Travel Agency Practice*, Butterworth Heinmann, London.
- Stevens Laurence, (1990). *Guide to Starting and Operating Successful Travel Agency*, Delmar Publishers Inc.m New York.
- Chand, Mohinder, *Travel Agency Management*, Anmol Publication
- Seth.P.N (1992), *Successful Tourism Management Vol. 1 & 2*, Sterling Publications, Delhi.
- Foster, Douglas (1983), *Travel and Tourism Management*, McMillan, London.

### HEALTH CARE MANAGEMENT

#### 4.2 Elective HCM 4: Health Care Economics and Finance

##### Learning Objectives:

- To understand the differences in healthcare systems in different nations based on economic conditions of the nation
  - To understand the demand and supply gap in healthcare delivery
  - To promote measures to overcome the challenges in demand and supply gap
  - To do financial planning for healthcare
1. Assessment of causes of poor health in the developing countries; health services, economic development and national development planning.
  2. Economic appraisal of health services: needs vs demand vs supply model; Health sector financing and expenditure surveys.
  3. Primary care: costs, resource availability and allocation; methods and models in the analysis and evaluation of health, sector financing.

4. Financial Management in health services: budgeting, control, pricing and efficiency.
5. Economics of Non-Governmental health care; economics of various National, health programmes.

**References:**

- Carrin.G, *Economic Evaluation of Health in Developing Countries*, 1983, Oxford University Press, New York.
- Cleverley.W.D., ed, *Financial Management of Health Care Facilities*, 1976, Aspen, Maryland.
- Conyers.D and Hills.P, *An introduction to development planning in the third world*, 1984, John Wiley, New York.
- Drummond.M.F, *Principles of Economics appraisal in Health Care*, 1985, Oxford University Press, New York.
- Ferror.H.P ed, *Health Services: Administration, research and Management*, 1972, Butterworths, London.
- Ferrnati.P.J, *Health care economics*, 1979, JohnWiley, New York.

### 4.3 Elective HCM 5: Environmental Health Management and Safety Planning

**Learning Objectives**

- To understand the different dimensions of health care management
  - To do healthcare planning
  - To understand the importance of quality in healthcare delivery
  - To know the importance of mechanism of proper waste disposal in a hospital
1. Concept of health care planning, health expenditures, hospitals as a health care delivery system; Management of health care systems; Dimensions of health care management.
  2. Management of Quality; concepts of environmental health care; Microbiological considerations; Laundries, CSSD, insect, Rodent control.
  3. Emergency and disaster planning; safety management; patients and personnel safety, fire safety, general sanitation.
  4. Hazardous waste management; solid waste handling & disposal; liquid waste handling, collection & disposal; water treatment and distribution. Planning and organizing for safety and waste management.
  5. Legal and social aspects of waste management; trends and practices; management of costs; health care budgeting; cost containment; management of conflicts; organizing for better health care management; collective employee participation; bargaining; rewards and punishments.

**References:**

- Ferry, Ted *Safety & health management planning*, Van Nostrand Reinhold, New York, 1990.
- Bond Richard.g, G.S.Michaelsen and Roger L Deroos, *Environmental Health & Safety in health care facilities*, Macmillan Pub.co.inc, 1973.
- *Journal of Hazardous waste management*, USA
- Zweife, Peter I and Friedrich Breyer *Health Economics*, Oxford University Press, New York, 1997.
- Kurt, Darr & Jonathan.S.R., *Hospital organization and management: Text and reading*, CBS publishers & Distributors, 1992.
- Goyal.R.C *Handbook of hospital personnel management*, Prentice Hall of India, New Delhi, 1993.

### 4.4 Elective HCM 6: Health and Hospital Information Systems

**Learning Objectives:**

- To understand the healthcare system and its operations
  - To know the different types of hospitals and their functions
  - To familiarize the different decision making tools available for healthcare systems
  - To use technology as an aid in decision making
1. Concept of health; health care and hospitals, Indian health care system, Government-health care interface: Hospital as a subsystem of health care system; hospital functions.
  2. Hospital organization, classification of hospitals; components of a hospital system; changing role of hospital administration; need for managerial functional specialists, issues and challenges of hospital management.
  3. Decision making in hospitals, understanding decision making process; drawbacks of hospital communication system; need for systems approach to hospital.
  4. Concepts of computers and communication technology, database concepts, networks and communication; types of networks, network topologies, information technology in hospitals; Information system concepts, types of information systems.
  5. Hospital information system; systems analysis and design of hospital information systems; design considerations; development approaches; implementation strategies; functionality of computerized hospital information systems, merits and demerits of CHIS, trends in HIS; HIS as a control system; resource utilization & control in hospitals, issues and challenges of hospital management.

**References:**

- Lele.R.D *computers in Medicine*, Tata McGraw Hill Publishing Co.Ltd, New Delhi, 1988.

- Saini, Anil Kumar *Management Information System (MIS) in hospitals*, Deep & Deep Pub, 1993.
- Panko, Raymond.R, *Business Data Communications*, Prentice Hall Inc, London, 1997.
- *Hospital Information Systems – The Next generation*, Velde, Rudi Van de Springer Verlag, 1992.
- Ward, John, *Principles of Information Systems Management*, Routledge, London, 1995.
- *Health Information in India*, Central Bureau of health Intelligence, Ministry of Health & Family Welfare, Govt. of India, New Delhi.
- Awad, Elias.M, *Systems Analysis & Design*, Prentice Hall of India, New Delhi, 1990.

#### 4.5 Elective HCM 7: Health Communication: Development and Dissemination

##### Learning Objectives:

- To understand the communication process and its importance in a hospital
  - To apply different forms of communication for health education of the public
  - To design health promotional materials for the public
  - To coordinate with different media and use it effectively for promotion of health.
1. An overview of many substantive areas of study within health communication like interpersonal communication, inter-cultural communication, mass media health images, communication campaigns, alternative medicine health ethics.
  2. Use of least three artifacts (such as pamphlets, print ads, video, etc) analysis the rhetoric of a successful or an unsuccessful health communication campaign such as AIDS awareness, smoking cessation.
  3. Plan, deliver & evaluate health information & disease prevention campaigns, advocate for health policy initiatives.
  4. Manage health care delivery systems or produce the written material for a healthy campaign or develop a television programme/Health literacy & strategies dissemination in areas of public health emerging from research in hearing, balance, smell, taste, voice, speech or language.
  5. Produce materials that make complex disease issues more understandable to public e.g. materials to accompany genetic counseling in areas of inherited disorders.

##### References:

- Payers, Lynn, *Medicine & culture – New York: Henry Holt & company* 1996.

- Du Pre, Athena, *Communicating about health; Current issues & perspective*. Mountain view LA; May field publishing company, 2000.
- *Health communication*, New Jersey school of public health, 1998.
- *Role of mass media in parenting education*, 1997. Harvard school of public health centre for health communication.
- *Text book of preventive & social medicine*, 2000.

### **SMALL BUSINESS MANAGEMENT & ENTREPRENEURSHIP**

#### 4.2 Elective SBM&E 4: New Enterprise Management Learning Objectives:

- To familiarize with various concepts used in understanding processes involved in entrepreneurship and business formation and development. Provide context to those processes in the form of differences between small and large firms, and the economic environment
- To understand theories of entrepreneurship and business development
- To understand the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise
- To understand and evaluate the key factors needed to develop a successful business

1. Entrepreneurship and its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial policy, Regulation and control of industries in India.
2. Mechanics of setting of new enterprises – size and location, optimum units – its meaning and determinants; size of industrial units in India.
3. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; Recent trends in the localization of industrial activity in India: Regional planning of industrial activity in India.
4. Feasibility studies: technical, marketing and financial; Managerial problems of new enterprises; production purchasing, financing labour and marketing problems.
5. Facilities provided by different institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

##### References:

- Catlits A Dalley; *entrepreneurial Management going all out for results* (McGraw Hill, 1971).

- Clelland.D.C and D.G.Winer; *Motivating Economic Achievement* (New York 1969)
- Drucker, Peter, *Innovation and Entrepreneurship*, east-West Press (P) Ltd., 1992.
- F.M.Harblson; *Entrepreneurial Organization as a factor in economic development*, quarterly journal in economics August 1952.
- Gupta.C.B and Srinivasan, *Entrepreneurial Development in India*, New Delhi, Sultan Chand, 1997.
- Hisrich, Robert.D and Peters, Michael.P *Entrepreneurship; Starting, developing and managing a New Enterprise*, 3<sup>rd</sup> ed. Chicago, Irwin, 1995.
- Holt David.H, *Entrepreneurship – New venture creation*, Englewood cliffs, New Jersey, Prentice Hall Inc., 1992.

### 4.3 Elective SBM&E 5: Entrepreneurial Development

#### Learning Objectives:

- To understand the role and importance of entrepreneurship for economic development,
  - To understand the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
  - To know the various Government policies towards small business
  - To carry out feasibility study, legal formalities and documentation.
1. Entrepreneurial traits, types and significance; Definitions, characteristics of Entrepreneurial types, qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth.
  2. Competing theories of entrepreneurship; entrepreneurial Development programme in India. History, Support, objectives, stages of performances; planning and EDP objectives. Target group, selection of centre, pre-training work.
  3. Govt. Policy towards SSI's; Entrepreneurial input; entrepreneurial behaviour and entrepreneurial motivation. N-Achievement and management success, entrepreneurial success in rural area.
  4. Innovation and entrepreneur; establishing entrepreneurs system. Search for business idea, sources of ideas, idea processing, input requirements;
  5. Sources and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance, sickness of units and remedial assistance; preparation of feasibility reports and legal formalities and documentation.

#### References:

- Clifton Davis.S and Fyvie David.E, *Project Feasibility Analysis*, 1977 John Wiley, New York.
- Desai.A.N, *Entrepreneur & Environment*, 1990 Ashish, New Delhi.
- Drucker Peter, *Innovation and Entrepreneurship*, 1985, Heinemann, London
- Jain Rajiv, *Planning a Small Scale Industry; A Guide to Entrepreneurs*, 1984, S.S. Books, Delhi.
- Kumar.S.A, *Entrepreneurship in Small Industry*, 1990, Discovery, New Delhi.
- McClellan.D.C and Winter.W.G, *Motivating Economic Achievement*, 1969, Free Press, New York.
- Pareek, Udai and Venkateswara Rao.T, *Developing Entrepreneurship – A Handbook on Learning Systems*, 1978, Learning Systems, Delhi.

### 4.4 Elective SBM&E 6: Small Business Environment and Management

#### Learning Objectives:

- To understand the various policies like economic, social; political, industrial, and legal governing the small enterprises.
  - To understand why financial management is important in today's uncertain economy.
  - To identify the factors that will affect the future of the Internet, social media, and e-business.
  - To understand the views on the social responsibility of business and understand the arguments for and against increased social responsibility
1. Small Business in Indian Environment – Economic, Social, Political cultural and legal; Policies Governing small scale units; industrial policies and strategies relating to small scale sector.
  2. Technological Know-how and appropriate technology; Quality circles and productivity and linkage between small and big business.
  3. Organizational structure and other characteristics of small firms; Special problems in the management of small business in various functional areas like finance, marketing, production and personnel.
  4. Sickness in the small-scale sector; Modernization of small and village industries; Training programmes and consultancy services.
  5. Institution assisting export promotion of small business in India; Export promotion councils global perspective of small business in selected countries.

#### References:

- Desai Vasant, *Organization and Management of Small scale industry*, Bombay, Himalaya, 1979.

- *Small Scale Industries and Entrepreneurship*, Bombay, Himalaya, 1995.
- *Papola.T.S, Rural Industrialization approaches and potential*, Bombay, Himalaya, 1982.
- *Pickle Hal B and Abrahamjon, Royee.L, Small Business Management*, 5<sup>th</sup> ed. New York, John Wiley, 1990.
- *Schumacher.E.F, Small is Beautiful*, New Delhi, Rupa, 1990
- *Vepa Ram.N, How to success in small industry*, New Delhi, Vikas, 1984.

#### 4.5 Elective SBM&E 7: Governance & Management of Non-Profit Organizations (NPOs)/NGOs'

##### Learning Objectives:

- To understand the strategic, financial, operational, governance, and partnership objectives of NGOs/NPOs
  - To understand the procedures and practices required for the absolute management of financial resources, human resources and external resources
  - To understand the principles of gender empowerment and capacity building needs.
  - To know the good governance, social accountability and community driven development.
1. Governance & Management of Non-Profit organizations (NPOs)/NGOs; An Introduction & Discovering the thin line of division.
  2. Governance Issues: Governing body & strategic management, accountability, transparency, sustainability & Participation, Norms of Good Governance, NGO/NPO Accreditation, Gender Empowerment and capacity building needs: Assessment for strengthening Governance.
  3. Management Practices of financial resources, human resources & external resources.
  4. Project planning, design & implementation.
  5. Macro perspectives of Governance & Development; Good Governance – Development approaches (Demand side), social accountability, participation & civic engagement, community driven development (CDD) and entitlement, and right base approaches.

##### References:

- *Leadership in Nonprofit organizations* – Kathryn A.Agard-Sage publication
- *Nonprofit Organizations: Theory, Management & Policy* – Helmut K.Anheier – Amazon
- *Managing the Non-Profit organization* – John Wiley & Sons. Drucker.P.F (1990) – New York: Harper Collins

- *Managing the Non-Profit organization: Practices and Principles*. New York: Harper Collins Publishers.

### RETAIL & SUPPLY CHAIN MANAGEMENT

#### 4.2 Elective R&SCM 4: Sales and Logistics Management

##### Learning Objectives :

- To understand sales force and marketing channels to gain competitive advantage.
  - To familiarize with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.
  - To introduce course participants to national and international sales and distribution practices
  - To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems
1. Sales Management: Objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force-Types of sales organizations-Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
  2. Managing the Sales Force: recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales quotas-Compensating sales force, Motivating the sales force-Controlling the sales force-Evaluating the sales force.
  3. Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net-Future of sales management.
  4. Distribution and Logistics Management: Design of distribution channel, Structure and Channel management. Components of logistics-inbound and outbound logistics, key logistics activities viz., Customer services-Demand forecasting-Inventory management-Material handling-Communication-Order processing, Packaging-Traffic and transportation-Warehousing and storage.
  5. Developing Logistics Strategy: logistics information system, Organizing for effective logistics, Implementing logistics strategy-Computer packages used in logistics.

##### Reference:

- *Sales Management – Decisions, Strategies and Cases* – Richard R.Still, Edward W.Cundiff and Noman A.P.Govani
- *Professional Sales Management* – R.E.Anderson, Joseph F.Har, Aian J.Bash
- *Marketing Channels* – Louis W.Stern, Adel I.ER – Ansary, T.Coughlan
- *Fundamentals of Logistics Management* – M.Lambert, James R.Stock, M.Eliram

- *Logistics Management – Donald J.B. and D.J.Closs*
- *Logistics and Supply Chain Management – Martin Christopher*
- *Sales Management – Analysis and Decisions Making – Thomas N.Ingram*
- *Managing Supply Chain – J.L.Gattorn and D.W. Waldis*

### 4.3 Elective R&SCM 5: Retail Management

#### Learning Objectives:

- To describe retailing, the entities involved, and the impact of decisions on a retail business
- To Identify the important aspects of merchandise planning and management
- To Identify good store design and Explain the value of a thoughtful store layout
- To Illustrate how the store environment can create a rewarding shopping experience

*To outline the steps in the buying and supplying process*

1. Introduction to Retailing - Size, economic importance and competitive structure; Common retail formats; The retail marketing mix; The role of the retail buyer and the work of the buying office / merchandise department; Organisational structures and the organisation of retail buying.
2. Inventory Management - Key performance ratios, - margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI); Stocktaking methods; The causes of markdown, strategies to limit markdowns; The implications for effective management of GMROI on the financial health of the business; Merchandise management for maximum GMROI.
3. Merchandising - Product assortment strategies related to retail format; Branding and retailers' own brand development; Range assortment planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.
4. Visual Merchandising - Space management, its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layouts and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.
5. Buying and Supplying - Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

#### Reference:

- *Retailing Management, 5th Ed. Michael Levi and Barton A. Weitz. Irwin McGraw-Hill, New York, NY. 2004.*
- *Berman and Evans, Retail Management, Prentice Hall 2004*
- *Levy and Weitz, Retailing Management, Irwin 2004*

- *Dunne, Lusch and Gable, Retailing, South-Western 2002*
- *Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002*
- *Robert Spector and Patrick D McCarthy, The Nordstrom Way: The Inside Story of America's # 1 Customer Service Company, John Wiley & Sons, Inc. 1995*
- *Judi Bevan, The Rise and Fall of Marks & Spencer, Profile Books Ltd 2001*
- *Cases: \Sport Obermeyer Ltd." (HBS case #695022) and \Wal-Mart Stores in 2003" (HBS case #9704430).*

### 4.4 Elective R&SCM 6: Promotion & Relationship Management

#### Learning Objectives:

- To develop the skills to turn prospects into advocates
- To maintain large proportion of loyal advocates
- To enable profitable relationship of the type the customers would desire and with those who desire them.
- To enable Usage of cross selling opportunities without annoying customers.

1. The Marketing Communication Process: a Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy. The International market environment for Promotion & IMC.
2. Advertising: Message and Media Strategies: advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation.
3. Personal Selling & Sales Management: personnel Selling Process and approaches, Sales management- Objectives, Policies & Strategy, Sales Management process, Motivating, Compensating. Sales Budgets, Quotas and Sales Territories.
4. Customer Relations Management: meaning, definition, Practice, Technology . Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centres, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application providers and CRM.
5. Foundations of Customer Centric Business: internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management ( PRM), The Technology in PRM.

#### Reference:

- *Semenik, 2006, "Promotion and IMC", Thomson.*



- Belch, 2005, *Advertising and Promotion*, TMH.
- Clow, 2007, *“Integrated Advertising, Promotion and Marketing”*, 3rd Edition, Thomson.
- Still, Cundiff and Govni, *Sales Management*, PHI / Pearson.
- Batra, Myers and Aaker, 2005, *Advertising Management*, PHI / Pearson.
- Clow, 2007, *Integrated Ad, Promotion and Marketing Communication*, 3rd Edition.
- Ron Hasty and James Reardon, 1997 *Retail Management*, McGraw Hill International Edition.
- Paul Greenberg , 2005, *CRM at the Speed of Light*, TMH
- Ken Bernett, 2005, *The Hand Book of Key Customer Relationship Management*, Pearson education.
- Jagadish Seth, Atul Parivartiyar & Shainesh, 2005, *Customer Relationship Management*, TMH.

#### 4.5 Elective R&SCM 7: Operations Research

##### Learning Objectives:

- The acquaint the students with the application of operations research to business and industry.
  - It also helps them to grasp the significance of analytical techniques in decision making.
  - It helps them to understand the project sequencing and optimize the project duration.
  - It also provides to take decision under risk and uncertainty.
1. **Model Building in OR:** linear programming, Formulation, Graphical solutions – Simplex method – Big-M method, Duality and sensitivity analysis.
  2. **Transportation and Assignment Problem:** traveling salesmen problems, Solving the sequencing problems, brand switching problems.
  3. **Queuing Models:** deterministic and probabilistic models, Single server and multiple server model – Infinite population.
  4. **Network Analysis:** PERT & CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games – Two persons – Zero-sum game.
  5. **Decision Theory:** Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

##### References:

- *Quantitative Techniques in Management* – N.D. Vohra
- *Operations Research* – Wagner
- *Operations Research* – Hamdy Taha
- *Theory and Problems of Operations Research* – Richard Brouer
- *Mathematical Methods in Business* – Barnett and Sieger
- *Operations Research* – S.D. Sharma

### **BANKING & INSURANCE**

#### 4.2 Elective B&I 4: ICT Applications in Banking

##### Learning Objectives:

- To provide legal knowledge of banking laws and other business law issues related to banking.
  - To expose to the emerging area of IT Infrastructure and its Management in Banking and Insurance.
  - To study the impact of Technology in the Banking sector
  - To understand how internet technology assists banks, customers, intermediaries and society in complete banking process.
1. Information & communication technology application in Banks.  
Overview of various technology platforms, correspondence banking.
  2. E-commerce – overview of various portals in India.
  3. Online trading in securities: Legal & Technical issues.
  4. Outlines of cyber laws & system security issues.
  5. Customer relationship management.

#### 4.3 Elective: B&I-5: Law & Practice of Insurance

##### Learning Objectives:

- Understand the Principles of Life, Marine and Fire Insurance and their Market in India.
  - Discuss the issues related to risk management in insurance industry
  - Get familiarized with legal provisions of Insurance Regulatory Development Authority.
  - Understand the various pension schemes of GOI, LIC, Public & Private Insurance Companies
1. Principles of Insurance: Life, marine and fire etc.
  2. Overview of insurance industry in India both public & private sector.
  3. Legal framework for Insurance Business – IRDA
  4. Crop insurance in India.
  5. New pension scheme of GoI. and pension schemes of LIC & other private sector insurance companies.

#### 4.4 Elective: B&I - 6: Life, Health & General Insurance

##### Learning Objectives:

- Enable the student understand Life, Health and General Insurance Market in India.
- Discuss the issues related to risk management in view of Life, Health and General Insurance.
- Acquaint the student with different policies of Life, Health & General insurance.

1. Types of life insurance policies – An outline of important of life insurance policies issued by LIC & other major private sector life insurance companies in India
2. Types of Health Insurance policies. Group insurance, medical insurance etc.
3. Types of General Insurance policies: Major types of fire, property, & motor vehicle insurance.
4. IRDA guidelines relating to life insurance policies.
5. Outlines of working of public sector general insurance companies.

- *Risk Management & Insurance by Harrington Niehaus.*
- *Stochastic processes – Sheldon M.Rod*
- [WWW.actuariesindia.org](http://WWW.actuariesindia.org)
- [WWW.actuariesuk.org](http://WWW.actuariesuk.org)

#### 4.5 Elective: B&I - 7: Acturial Mathematics and Statics

##### Learning Objectives:

- To identify appropriate techniques based on theory and practice in Mathematics, Statistics or Finance to solve problems related to the management of financial risk;
  - To derive problem solutions and Demonstrate research skills
  - To study Advanced Stochastic Models, Risk Assessment, and Portfolio Optimization: The Ideal Risk, Uncertainty, and Performance Measures
  - To demonstrate knowledge of probability and the standard statistical distributions.
1. **Time value of Money:** Simple interest and component interest, continuous compounding, present value and future value, yield, IRR, computation of cash flows.
  2. **Probability:** Concept of probability, types of probability distributions, sampling & hypothesis testing, Baye's theorem.
  3. **Models:** Markov Chain, Chapman-Kolmogorov equation.
  4. **Tests:** Chi-square test, standardized deviation test, sign test, cumulative deviation test, grouping of sign test, serial correlation test.
  5. **Stochastic models:** Application of stochastic model for calculating risk and return, lognormal distributions, Brownian motion.

##### Reference from elective 1 to 7

- *Fundamentals of Risk and Insurance by E.J.Vanghan & T.Vanghan*
- *Introduction to Banking by Vijaya Ragavan Iyengar*
- *Bank Management by Koch & Scott Machenald*
- *Fundamentals of International Banking by Rupnarayan Bose*
- *Introduction to Risk Management & Insurance by Mark Dorfma*
- *Risk Management and Insurance – Perspective in Global economy by H.D.Skipper & W.J.Kwon*

## **GUIDELINES FOR PREPARATION OF MBA PROJECT REPORTS**

### **ARRANGEMENT OF CHAPTERS\***

Cover Title Page (Format enclosed)  
 Inner title page (Same as cover title page)  
 Certificate from guide and chairman and declaration by the student.  
 Certificate from company/firm, where the project work is carried out. (Not required if project work is not based on a company/firm).  
 Acknowledgement  
 List of tables and figures.  
 Abbreviations/operational definitions used.

#### **Introduction Chapter I**

- I. Problem definition / statement. This will cover company profile too if the topic chosen pertains to a company.  
- 5 pages
- II. Research Objectives – not more than 5 objectives, Use KSA model. - 1 Page
- III. Research Methodology – State the basic and secondary research design. If it is a sample survey explain, sampling design and questionnaire design. Sources of data – and techniques of data analysis. - 3-4 pages
- IV. Limitations of the project study - 1 page

#### **Chapter II** **Literature review**

Discuss theories, concepts, hypotheses, models etc., underpinning the project work (project report is an application of theoretical knowledge in analyzing a real life problem/issue faced by an organization)

- 15 pages

#### **Chapter III** **Findings**

This is *the longest section of the project report*. In these chapters data collected will be presented and analysed without drawing any inference. Depending on the volume of data presented, there could be 3 or 4 chapters in this section.

- at least 40 pages

#### **Chapter IV** **Summary of Findings**

This chapter will be a brief statement of analysis already stated in the findings section.

- 3 pages

## **Chapter V** **Conclusions and suggestions**

- 3 pages

(total no. of pages must *be at least 80 but not more than 150*)

**Bibliography:** References like articles, books, websites etc., used in the project work must be included in this section strictly following the citation style (refer MLA's Handbook and other style manuals)

#### **Appendix**

This will include printed secondary data (only if it is very critical) and any questionnaires used for the study.

### **FORMATTING YOUR PROJECT REPORT**

1. **Reports should be typed neatly only on one side of the paper with 1.5 spacing** on a A4 size bond paper (210 x 297 mm). Use dry tone Xerox for printing.  
The margins should be: Left – 1.25”, Right – 1”, Top and Bottom – 0.75”. Refer to style manuals like *MLA: Handbook*.
2. The total **number of reports** to be prepared is **Two. Only one copy is to be submitted to the office, soft copy (CD) is to be submitted to BIMS Library.**
3. Before taking the **final printout** the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.
4. The project report must be paper back bound (sample available in the library) Do not insert transparency sheets in the report. Do not use spiral binding.
5. The project report must contain 80-120 pages.

#### **Outlay of the Report:**

- The **chapters, sections and subsections** may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.2.3, 2.5.1 etc.
- **Each chapter must be left justified (font size 16). Followed by the title of chapter centered (font size 18), sections/subsection numbers along with their headings must be left justified with section number and its heading in font size 16 and subsection and its heading in font size 14. The body or the text of the report should have font size 12. (Times New Roman)**

- The **figures** and **tables** must be numbered chapter wise for e.g.: Fig.2.1 Block diagram of a serial binary adder, Table 3.1 Primitive flow table, etc. All figures and tables should appear either in the same page or the next page in which they are referred first. **Preferably**, all figures and tables are to be placed either at the top or the bottom of a given page.
- **References:** The references should be **numbered serially** in the order of their occurrence in the text and their numbers should be indicated within square brackets for e.g. **(3)**. The section on references should list them in serial order in the following format.
- For textbooks – A.V.Oppenheira and R.W.Schafer, Digital Signal Processing, Englewood, N.J., Prentice Hall, 3 Edition, 1975.
- For papers – David Insulation design to combat pollution problem, Proc of IEEE, PAS, Vol 71, Aug 1981, pp 1901-1907.  
(Refer style manual, - MLA's Handbook).
- The **report** should be extensive and include descriptions of work carried out by others only to the best extent necessary. Verbatim reproduction of material available elsewhere should be **strictly** avoided. Where short excerpts from published work are desired to be included, they should be within quotation marks appropriately referenced. Endnote, Footnote should be printed as per style manual.
- Proper **attention is to be paid not only to the technical contents but also to the organization of the report and clarity of the expression**. Due care should be taken to **avoid** spelling and typing errors. Spell check, Grammar check, must be applied. It should be noted that report-write-up forms the important component in the overall evaluation of the project.

## (COVER TITLE PAGE &amp; INNER TITLE PAGE FORMAT)

Evaluation of Mutual Fund Performance  
A Case Study of Equity Funds of UTI

*by*

.....

**IV Semester MBA**  
Reg.No.....

*Guide*

.....

Project Report submitted to the University of Mysore in partial fulfillment of the requirements of IV Semester MBA degree examinations – 2017

B.N. Bahadur Institute of Management Sciences,  
University of Mysore, Manasagangothri,  
Mysore – 570 006

**COURSE CURRICULUM & REGULATIONS GOVERNING**  
**MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE**  
**COURSE W.E.F 2018**  
**AS PER UGC GUIDELINES ON ADOPTION OF CHOICE**  
**BASED CREDIT SYSTEM**  
**REGULATIONS**

**1. Course Title**

The course shall be called 'Master of Business Administration Degree Course'. The duration of the course is two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

**2. Eligibility for Admission**

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the course shall be done as per rules of the University and Government of Karnataka.

**3. Course Content and Instruction**

**Course content:** The course comprises of subjects of study, internship, project work and field work as prescribed. Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practical's, factory visits etc.

**A) Courses in the programme are of three types: Core (C), Electives (E) and Project (P)**

**Core (C) : Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Final Project Report are part of the core courses.**

**Foundation (F):** Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

**Elective (E):** Elective Course is a course, which can be chosen from a group of papers.

**b) Internship and Business Familiarization Report (BFR):** In the beginning of the third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examinations failing which the student shall not be permitted to appear for the third semester examination. Business Familiarization guidance to twenty students is considered equivalent to teaching of a course of two credit

c) **Final Project:** During the fourth semester, each student shall undertake an individual project work and prepare a project report strictly in accordance with the guidelines, in their elective area, under the supervision of a faculty. The final project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination.

D) Project work guidance to ten students is considered equivalent to teaching of a course of four credits.

**4. Attendance and Conduct**

The Course is a full time course and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned subject.

**5. Evaluation**

Evaluation of each subject is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the second, after sixteen weeks of instruction designated as C2. The end of term examination designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practical's.

The breakup of marks will be as follows:

a.	C1 (Covering the firsttwo units)	15 Marks
b.	C2 (Covering the nexttwo units)	15 Marks
c.	C3 (Covering all the units)	70 Marks

**Total 100Marks**

Term end examination (C3) will be of 3 hours duration for each subject.

**Setting questions papers and evaluation of answer scripts.**

- I. Questions papers in three sets shall be set by the internal examiner for course. Whenever there are no sufficient internal examiners, the chairman of BoE shall get the questions papers set by external examiners.
- II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.

(i) There shall be double valuation for all theory papers by two examiners. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course.

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Registrar & Registrar (Evaluation).

In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKEUP option. In case a candidate secures more than or equal to 40% in C3, but his/her grade (G) = 4, as per section 6.9 below, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire programme of Master's Degree of two years.

In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option.

The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examinations. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree a final grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).

#### 6. Evaluation of Business Familiarization Report (BFR) and Final Project Report

BFR will be evaluated by the concerned guide, for 50 marks through internal valuation.

Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

#### 7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade point earned by the candidate in the subject will be as given below

G	G	GP=VXG
30-39	4	V*4
40-49	5	V*5
50-59	6	V*6
60-64	6.5	V*6.5
65-69	7	V*7
70-74	7.5	V*7.5
75-79	8	V*8
80-84	8.5	V*8.5
85-89	9	V*9
90-94	9.5	V*9.5
95-100	10	V*10

Here, P is the percentage of marks ( $P = \frac{C1+C2}{M} \times 100$ ) secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw any course within in ten days from the date of notification of final results. Whenever a candidate withdraws a paper, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (76) is given by

$$CGPA = \frac{\sum GP}{\text{Total number of credits}}$$

#### 8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA	FGP	
	Numerical Index	Qualitative Index
4 ≤ CGPA < 5	5	SECOND CLASS
5 ≤ CGPA < 6	6	
6 ≤ CGPA < 7	7	FIRST CLASS
7 ≤ CGPA < 8	8	
8 ≤ CGPA < 9	9	DISTINCTION
9 ≤ CGPA ≤ 10	10	

Overall percentage = 10 \* CGPA or is said to be 50% in case CGPA < 5

#### 9. Medium of Instruction

The medium of instruction shall be English.

10. In case of any discrepancy, the general provisions of CBCS and CAGP of the University of Mysore will be applicable.

**UNIVERSITY OF MYSORE**  
**DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION**  
**CHOICE BASED CREDIT SYSTEM- 2018-2019**  
**MBA Course Structure and Syllabi**  
**Minimum Credits required for MBA Degree**

I to IV Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
	14	52	4	12	8	25	26	89

**Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters**

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
I	5	19	2	6			7	25
II	5	19	2	6			7	25
III	3	10			3	9	6	19
IV	1	4			5	16	6	20
Total	14	52	4	12	8	25	26	89

**Minimum Credits to be registered by student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters**

Semesters	Core Course (C)		Foundation Course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
ODD	8	29	2	6	3	9	13	44
EVEN	6	23	2	6	5	16	13	45
Total	14	52	4	12	8	25	26	89

**First Semester- MBA \***

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Management Concepts and Theories	C	2:1:0	3	4
2.	Organizational Behavior	C	3:1:0	4	5
3.	Management Accounting	C	3:0:1	4	5
4.	Statistics for Management	C	3:0:1	4	5
5.	Managerial Economics	C	3:1:0	4	5
6.	Managerial Communication	F	2:1:0	3	4
7.	Business, Government and Society	F	2:1:0	3	4
8.	Computer Applications in Management	F	1:0:2	3	5

**Second Semester-MBA \***

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Marketing management	C	3:1:0	4	5
2.	Human Resource Management	C	3:1:0	4	5
3.	Corporate Finance	C	3:0:1	4	5
4.	Business Research Methods	C	3:0:1	4	5
5.	Operations Management	C	2:1:0	3	4
6.	Legal Aspects of Business	F	3:0:0	3	3
7.	Management Information System	F	1:0:2	3	5
8.	Operations Research	F	2:0:1	3	4
9.	Global Business Environment	F	2:1:0	3	4



\*Any two foundation courses from the available foundation courses shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more foundation courses which will be offered during I and II semesters depending upon the availability of faculty and the demand for foundation courses. The minimum number of students opting for a foundation course should be twenty.

#### Third Semester-MBA

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Project Management	C	3:1:0	4	5
2.	Entrepreneurship and Small Business	C	3:1:0	4	5
3.	Elective-I**	E	2:1:0	3	4
4.	Elective-II	E	3:1:0	3	
5.	Elective-III	E	2:1:0	3	4
6.	Business Familiarization Report	C	0:0:2	2	2 Hrs/week for 20 students

#### E lectives: Group-I

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Consumer Behaviour and Marketing Research	E	2:1:0	3	4
Elective-II	Sales and Logistics Management	E	2:1:0	3	4
Elective-III	Advertising and Sales Promotion	E	2:1:0	3	4

#### Electives: Group-II

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CRE DIT	Teaching Hours per week
Elective-I	Advanced Corporate Finance	E	2:1:0	3	4
Elective-II	Financial Markets and Institutions	E	2:1:0	3	4
Elective-III	Portfolio Management	E	2:1:0	3	4

**Electives: Group-III**

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Human Resource Development	E	2:1:0	3	4
Elective-II	Organizational Change and Development	E	2:1:0	3	4
Elective-III	Training and Development	E	2:1:0	3	4

**Electives: Group-IV**

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	International Economics	E	2:1:0	3	4
Elective-II	India and WTO	E	2:1:0	3	4
Elective-III	Export-Import Procedures and documentation	E	2:1:0	3	4

**Electives: Group-V**

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	System Analysis and Design	E	2:0:1	3	4
Elective-II	Software Engineering and Management	E	2:0:1	3	4
Elective-III	Database Management Techniques	E	2:0:1	3	4

**Electives: Group-VI**

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Supply Chain Management	E	2:1:0	3	4
Elective-II	Operations Strategy	E	2:1:0	3	4
Elective-III	Services and Retail marketing	E	2:1:0	3	4

#### Fourth Semester-MBA

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Strategic Management	C	3:1:0	4	5
2.	Elective-I	E	2:1:0	3	4
3.	Elective-II	E	2:1:0	3	4
4.	Elective-III	E	2:1:0	3	4
5.	Elective-IV	E	2:1:0	3	4
6.	Project Work***	E	0:0:4	4	4 Hrs/week for 10 students

#### Electives: Group-I

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Product and Brand Management	E	2:1:0	3	4
Elective-V	Business Marketing Management	E	2:1:0	3	4
Elective-VI	Services Marketing	E	2:1:0	3	4
Elective-VII	International Marketing	E	2:1:0	3	4

#### Electives: Group-II

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Strategic Financial Management	E	2:1:0	3	4
Elective-V	Derivatives	E	2:1:0	3	4
Elective-VI	International Financial Management	E	2:1:0	3	4
Elective-VII	Corporate Taxation	E	2:1:0	3	4

#### Electives: Group-III

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Strategic Human Resource Management	E	2:1:0	3	4
Elective-V	Labour Legislation	E	2:1:0	3	4
Elective-VI	Industrial Relations and Collective Bargaining	E	2:1:0	3	4
Elective-VII	Knowledge Management	E	2:1:0	3	4

**Electives: Group-IV**

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	India's Foreign Trade	E	2:1:0	3	4
Elective-V	International Trade Policy	E	2:1:0	3	4
Elective-VI	International Financial Management	E	2:1:0	3	4
Elective-VII	International Marketing	E	2:1:0	3	4

**Electives: Group-V**

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Enterprise Resource Planning and Business Process Re-Engineering	E	2:0:1	3	4
Elective-V	Electronic Commerce	E	2:0:1	3	4
Elective-VI	IPR and Cyber Laws	E	2:0:1	3	4
Elective-VII	Business Strategies	E	2:0:1	3	4

**Electives: Group-VI**

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Sales and Logistics Management	E	2:1:0	3	4
Elective-V	Retail Management	E	2:1:0	3	4
Elective-VI	Promotion and Relationship Management	E	2:1:0	3	4
Elective-VII	Operations Research	E	2:1:0	3	4

\*L=Lecture – 1 hour of lecture per week in a semester = 1 credit

S/T/FW = Seminars/Tutorials/Field Work – 2 hours of seminars / tutorial / field work per week

per week in a semester = 1 credit

P = Practicals – 2 hours of practicals per week in a semester = 1 credit

**\*\* Elective Groups:**

Any one **group** from the available **Elective Groups** shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department/ Affiliated College will announce at the end of the second semester, any one or more Elective Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for elective groups. An Elective Group can be offered if there are minimum ten students opting for that group.

\*\*\*A student shall register for Business Familiarization Report in third semester which carries 2 credits. In the fourth semester project work must be carried out for preparing the final project work report which carries 4 credits.

**SYLLABUS FIRST SEMESTER**

**1.1 Management Concepts & Theories**

**Learning objectives:**

- To understand the functions and responsibilities of managers.
  - To provide them tools and techniques to be used in the performance of the managerial job.
  - To enable them to analyze and understand the environment of the organization.
  - To develop cognizance of the importance of management principles.
1. **Management:** Definition, nature and scope of management, basic functions of management, management as a process. Evolution of management theory and practice from Taylor, Fayol, Drucker to the present day. Professional code of conduct and Ethics in management. Growth of professional management in India.
  2. **Managerial Planning:** Planning process, the purpose of managerial planning, types of plans, hierarchy of plans, vision, mission and goals and objectives. Planning premises, certainty, risk and uncertainty. Decision making, models of rational decision making process, limitations, heuristics, bounded rationality in decision-making. process and models, steps in rational decision-making.
  3. **Strategic planning: Concept of strategy, structure and strategy-Chandlers thesis,** levels of strategy making, models of strategy making, Mackinsey 7 s model, porters five forces model, BCG matrix, five forces model,
  4. **Organizational theories and design:** Bureaucracy as the underlying principle of organizations. Bases of departmentation specialization, division of work, differentiation and integration, various forms of organization functional, product/market, matrix, team structures, span of management principles of coordination. Power, authority, delegation and decentralization. Informal organizations and grapevine.
  5. **Managerial Control:** Relationship between planning and control-limitations of control, feedback, types of control systems and techniques management by exception, budgetary control, functional and dysfunctional aspects of budgetary control, internal control systems, internal audit and management audit.

**References:**

- Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,
- Introduction to Management-Fred Luthans-McGraw
- The Practice of Management-Peter.F.Drucker
- Management- Stoner, Freeman and Gilbert
- Management- Griffin
- Management- Holt
- Management- Tasks and Responsibilities- Peter. F.Drucker
- Professional management- Theo Haimann
- Organization Theory and Design Richard L.Draft
- Management - Richard L.Draft
- People and Performance by Peter F.Drucker

## 1.2 Organizational Behavior

### Learning Objectives:

- To help the students develop cognizance of the importance of human behavior.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To analyze the complexities associated with management of the group behavior in the organization.
- To enable students to synthesize related information and evaluate options for an optimal solution in prediction and control of human behavior at work.

1. **Fundamentals of Organizational Behavior:** evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior,
2. **Individual Dimensions in Organizational Behavior:** individual differences perceptions, interests, aptitude, attitude, learning, personality, creativity.
3. **Group Dynamics: group behavior,** team development, group cohesiveness group decision making process, , Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.
4. **Motivation:** theories and models of motivation, Leadership, theories of leadership & leadership styles.
5. **Management of Change:** Resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture, learning organizations.

### References:

- *Organizational Behavior Robbins.*
- *Organizational Behavior- Fred Luthans*
- *Human Behavior at Work- Keith Davis*
- *Organizational Theory and Design Daft*
- *The Fifth Discipline- Peter Senge*
- *The Seven Habits of highly Effective People- Stephen Covey*
- *Understanding Organizational Behaviour Uday Parekh*
- *The Five Minds-Howard Gardner*
- *All the books by Edward De Bono*
- *Work in the 21<sup>st</sup> Century Landy and Jeffrey*

## 1.3 Managerial Accounting

### Learning Objectives:

- This course aims at acquainting students with the basic principles of accounting and accounting practices.
  - It aims at providing a basic framework to solve the accounting problems.
  - It provides an understanding of financial statement analysis using EXCEL
  - It also provides an overview of Cost accounting.
1. Introduction to Accounting : Meaning, accounting concepts and conventions Financial Accounting V/s Management Accounting Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, merchandizing manufacturing and service businesses using Excel.
  2. Company Final Accounts in India : requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports and its contents.
  3. **Financial statement Analysis** : techniques of financial statement analysis: Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel.

- 1 **Excel applications:** preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel

- 2 **Cost accounting:** elements of Costs, Classification of costs, Preparation of Cost Sheet, Cost accounting systems: Job costing, process costing, contract costing and service costing, Marginal costing and use of break-even analysis in decision-making Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

### References:

- *Financial Accounting: A Managerial perspective R.Narayanswamy*
- *Introduction of Management Accounting- Horngren, Sundem, Stratton.*
- *Cost and Managerial Accounting - Duncan Williamson*
- *Cost accounting for Business Managers-Asish K Bhattacharayya.*
- *Management and Cost Accounting- Colin Drury*
- *Management Accounting Hensen Mowen*
- *Financial Analysis and Modelling Chandan Sen Gupta*

## 1.4 Statistics for Management

### Learning Objectives:

- To enhance the students ability to deal with graphical and numerical descriptive statistics for different types of data in management scenario.
- To apply probability rules and concepts relating to continuous and discrete random variables within a business context.
- To design data collection plans, analyze data appropriately and interpret & draw conclusion from analyzed data.
- To provide students with hands on experience to use statistical tools in order to make systematic and scientific decisions even in uncertain business environment.

1. Quantitative data interpretation in managerial decision making: collection classification tabulation frequency distribution charts using excel, measures of central tendencies and dispersion using visual explorations in MS excel.
2. Correlation and regression: multiple correlation basic probability concepts conditional probability Bayes theorem use MS excel.
3. Probability distributions: binominal Poisson and normal distributions using excel estimation point and interval using Excel.
4. Statistical Decision Theory: hypothesis testing for means and proportions and for difference of means and proportions analysis of variance.
5. Sampling: sampling techniques, random sampling, random numbers table, Monte Carlo simulation, Chi-square tests, time series forecasting, hands-on with MS excel.

### References:

- *Statistics for Managers using Microsoft excel Levine, Stephan & others*
- *Statistics for Management Richard Levin and Rubin [excel version]*
- *Statistics Murray Spiegel, Schaum Series*

- *Quantitative Business Analysis Text & Cases Samuel Bodily & others*
- *Basic Business Statistics Bereuram and Levine*
- *Quantitative Methods Anderson, Sweeny & William*

### 1.5 Managerial Economics

#### Learning Objectives:

- To Improve managerial decision making process
- To understand the basic necessity of economic in Global business
- To utilize the scarce time and resources for the better production
- To improve the applied economic principles based on the managerial economics theories

**1. Introduction:** Definition, nature and scope of managerial economics, distinction between Micro & Macroeconomics. Theory of the firm- goals of the firm, indifference curve analysis, and Equilibrium Analysis-

**2. Demand Analysis:** Elasticity of demand, types, methods and determinants, Demand Estimation-Approaches, regression analysis and Demand Forecasting- Methods. Forecasting fluctuations in time series and regression analysis using excel.

**3. Production and Cost Analysis:** Production function, with one and two variable input, returns to scale, Nature of costs, short run and long run cost function and curves, economies of scale.

**4. Market Structures:** Market structure and degree, Perfect, Monopoly, Monopolistic and Oligopoly Competition, Price and output determination in short and long run, Cartels and non price competition. Game Theory and Strategic Behavior, Nash Equilibrium, Prisoner's Dilemma.

**5. Pricing Decisions:** Pricing of multiple products, Pricing discriminations, National Income concepts and measurements, Business cycle, causes and coping strategies of firms.

Note: Discussion of at least one Case Study for each chapter from the book Managerial Economics 8e By Dominick Salvatore & Siddhartha Rastogi is Desirable.

#### References:

- *Managerial Economics- Dominick Salvatore.*
- *Managerial Economics- Gupta and Mote*
- *Economics- Samuelson & Nordhaus*
- *Managerial Economics by Peterson and Lewis*
- *Micro Economics Dominick Salvatore*
- *Macro Economics Palmer and others*
- *Macro Economics - Koutinyas*

### 1.6 Managerial Communication

#### Learning Objectives:

- To introduce the key concepts of communication, theory, strategy and implementation within an Organizational setting.
- To develop skills in applying the learnt concepts to realistic situations in a variety of Workplace environments.
- Writing business documents that are inviting to read, easily understood and logically argued.
- To enhance the ability to prepare and deliver effective presentations and pitches to suit various business scenarios.

**1. Introduction: nature of managerial communication,** the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening

**2. Communication for Problem Solving:** problem solving communication model for case analysis and reporting in detail. Group discussion, in-class / workshop exercises and assignments.

**3. Writing Skills:** exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.

**4. Oral Communication:** exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes.

**5. Business Presentations:** hands-on with excel and office power point.

#### References

- *Better Business Communication Denish Murphy*
- *Written Executive Communication - Shurter*
- *Model Business Letters - Gartside.*
- *Business Communication Lesikar Pettit - Flatery.*
- *MLA's Handbook.*
- *Business Research Methods- Cooper and Schneider*
- *Business Research Methods - Zikmund*

### 1.7 Business, Government and Society

#### Learning Objectives:

- It provides the students to acquaint an understanding of economic rules of government in the Indian context.
- It provides the interface between economic growth, poverty and inequality
- It helps to understand the success and failure of private and public partnership in the Indian context.
- It also helps to assess the forces for and against globalization.

**1. Business as a social system:** internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Economic Structure of India: economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.



**2. Monetary and Fiscal System of India:** overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India role of development financial Institutions and commercial banks, NBFC's. Financing of exports and imports, EXIM and ECGC. Issues in taxation and government expenditure FRBM Act, the problem of fiscal deficit.

**3. Indian Society, Culture and Politics:** social problems of India, Impact of modernization on Indian society, demography, gender, environmental issues.

**4. Corporate Governance:** Introduction, Definition, Market model and control model, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance, the concept of corporate, the concept of governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases .

**References:**

- *Business Environment* C.A.Francis
- *Business, Government & Society* Arthur Gold Smith.
- *Ethical choices* - shekar
- *India Development Reports*
- *India in Transition* Jagdish Bhagwathi
- *India's Economic policy* Bimal Jalan
- *Is there a Indian way of thinking* A.K.Ramanujam
- *A Million Mutinies* - V.S.Naipual
- *International Business Environment* by Daniels & Radabaugh
- *Business, Government, and Society: A Managerial Perspective, Text and Cases* John F. Steiner, 12/e, McGraw-Hill, 2011.
- *Business and Government* Francis Cherunilam, HPH.

**1.8 Computer Applications in Management**

**Learning Objectives:**

- To acquaint the students with the applications of IT in the business decision making process.
  - It also introduces basic uses of IT in the day-to-day activities of an organization.
  - It provides an overview of the role of technology in business transactions.
  - It gives the students to understand and use MS-office in the course.
- 1. Information Technology:** Application of information technology, uses of information technology, impact of information technology on business.
  - 2. Electronic commerce: Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce,** impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce Information Systems for Mobile Commerce, Legal and Ethical Issues in E commerce and Mcommerce.

3. Information System Resources-Computer basics (H/w & S/w) DBMS, Communication Systems, internet and office automation. Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.

4. Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment-working with Excel workbook. Preparation of charts and graph with excel - working with workbook. Working with functions Summary statistics.

5. Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point.

**References :**

1. Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
2. Sanjay Saxsena- MS Office 2000- Vikas Publishing House,
3. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
4. S. J. JOSEPH, P.T- E-Commerce : An Indian Perspective- 4th Ed- PHILearning
5. Laudon Kenneth and Laudon Jane- Management Information Systems- Contemporary perspective- PHI
6. O'Brien James- Management Information System- Tata McGraw Hill
7. Gordon Davis and Olson- Management Information System- Conceptual Foundations McGraw Hill
8. Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
9. Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd.
10. Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.



## SECOND SEMESTER

### 2.1 Marketing Management

#### **Learning Objectives:**

- This course is intended to offer a comprehensive introduction to the management of marketing functions, structures and institutions
- It helps to understand the role in the contemporary economic and social development.
- To formulate a marketing plan including marketing objectives, marketing mix, strategies, budgeting considerations and evaluation criteria.
- To understand marketing mix that take into account perceived value, competitive pressures and corporate objectives.

1. **Introduction to Marketing Management:** nature of marketing management, Types of products / services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.
2. **Consumer Behavior:** consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system.
3. **Market Segmentation and Targeting:** concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning.
4. **Product & Price:** product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing: General pricing approaches, new product pricing strategies, Public policy and pricing.
5. **Promotion and Place Mix:** elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions.

#### **References:**

- *Marketing Management Philip Kotler, Prentice Hall India, (New edition)*
- *Fundamentals of Marketing William Stanton*
- *Principles of Marketing Philip Kotler and Garry Armstrong*
- *Marketing Management Rajan Saxena*
- *Marketing Management Zickmund*
- *Marketing Ramesh Kumar*

### **2.2 Human Resource Management**

#### **Learning Objectives:**

- To enable students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower develop relevant resources
- To help students understand the process and evaluation of the performance appraisal and compensation management
- To develop relevant skills necessary for application in HR related issues.

1. **Perspectives in HRM:** role of HR managers, sub-systems of HRM, HR functions and policies. Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.
2. **HR Planning, Recruitment and Selection:** scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews, errors in selection.
3. **Training and Development:** induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development.
4. **Performance Management:** KRA and KPAs, Traditional vs Modern methods of performance management. Potential appraisal, Feedback systems. Job evaluation.
5. **Compensation Planning:** wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring.

#### **References:**

- *HR and Personnel Management Keith Davis*
- *Personnel Management Flippo*
- *Human Resource Management T.V.Rao*
- *Human Resource Management Pattanaik*
- *Human Resource Management Micheal Armstrong*
- *Human Resource Management Gary Dessler*

## 2.3 Corporate Finance

### Learning Objectives:

- To provide the students to understand the working of corporate financial systems.
- To help the students to understand to understand investment decision.
- To provide the students to understand private equity and venture capital.
- To provide the students also with opportunity cost of making a specific investment.

1. **Goal of the Firm:** Profit maximization vs Wealth maximization, Nature of basic managerial finance functions-Investing, Financing and Dividend. Agency problems, Social responsibility. Time value of money, the concepts of compounding, discounting and present value, annuities, amortization of loans etc., Problem solving using excel.
2. **Valuation of Long Term Securities:** Bond Valuation, Common Stock Valuation using dividend discount model-Calculation of Rates of Return (yields)-Risk and return of equity stock and portfolio, CAPM model
3. **Working Capital Management:** Concepts-gross, net and core. Optimal level of working capital, Financing Current Assets-Maturity matching approach, Inventory Management, JIT, Cash and Receivables Management-Credit Management, Use of Liquidity Ratios, Financing of Current Assets-Issues and Problems in India
4. **Capital Budgeting:** Estimating cash flows Initial, intermediate and terminal Cash flows on standalone and incremental basis-Principles underlying cash flow measurement-Capital budgeting decision rules, Payback, Accounting Rate of Return, Discounted Cash Flow techniques NPV, IRR, PI, Problem solving using excel.
5. **Financing Decisions:** Capital Structure Vs Financial Structure. Concept of Optimal Capital Structure-Required Rates of Return and the Cost of **Capital:** Cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Determination of Optimal Capital Structure-EBIT-EPS analysis, operating and financial leverage.

### References:

- *Fundamentals of Financial Management Van Horne and Wachowitz*
- *Financial Policy and Management Van Horne, 12<sup>th</sup> edition.*
- *Financial Management Prasanna Chandra*
- *Corporate Finance Brigham and Erhardt*
- *Corporate Finance Ross, Wetfield & Jaffer*

## 2.4 Business Research Methods

### Learning Objectives:

- To acquaint the students about the tools used for analyzing business data.
- It aims to provide an understanding of problem identification research.
- It provides an overall view of conducting field work and to provide data for decision making.
- It aims at providing an overview of report writing.

1. **Research in Business:** Role of business research, Information systems and knowledge management, Theory building, Overview of research process, Ethical issues in business research.
2. **Problem Formulation:** Problem definition and research proposal, Basic research designs Exploratory, descriptive and causal designs. Secondary research designs. Qualitative analysis, Secondary data.
3. **Survey:** Basic concepts in survey research, Methods of communication with respondents, Questionnaire, Interview, etc., Observation method, Experimental research. Measurement and scaling concepts, Attitude measurement, Principles of questionnaire design.
4. **Sampling and Field Work:** Sample design and sample procedures, Determination of sample size a review of statistical theory, Field work.
5. **Data Analysis and Presentation:** Editing and coding for transformation of raw data into information, Basic data analysis descriptive, statistics, univariate statistics, bivariate analysis: Tests of differences, Measures of association. Multi variate analysis. Presentation of research findings.

### References:

- *Business Research Methods Zikmund*
- *Marketing Research Malhotra N.K.*
- *Marketing Research Parashuraman*
- *Business Research Methods Donald R. Coopers and Schindler*
- *Foundations of Behavioural Research F.N. Kerlinger*
- *MLA Handbook for Researchers MLA Association*

## 2.5 Operations Management

### Learning Objectives:

#### Learning Objectives:

- The course aims at familiarizing us students with production process and related issues in industrial units.
- It introduces to students with inventory planning and material requirements planning.
- It helps in job designing in the organizations.
- It provides students with total quality Management and Supply Chain Management.

1. **Production Strategies:** product strategies Product life cycle Productive system types Impact of technology on organization and operations functions.
2. **Plant Location and Types of Plant Layout:** production planning and control Inventory planning and control Just in Time - Materials requirements planning Planning production in aggregate terms.
3. **Job Designing:** work study and time study Statistical quality control methods.Japanese manufacturing systems Flexible manufacturing system.
4. **Total Quality Management:** trends in quality management, benchmarking, business process reengineering, Kaizen , Six Sigma Motorola systems, Quality criteria based on Deming prize, Malcolm Baldrige Award.**Quality Management Systems, ISO Standards.**
5. **Supply Chain Management:** concept of SCM. Managing the external and internal supply chain, Global SCM and sourcing.

#### References:

- *Modern Production Management* Buffa Elwood. S, and Rakesh K. Saren, John Wiley and Sons, 2003.
- *Production and Operation Analysis* Steven Nahmas
- *Cases in Production/Operations Management* K.N. Krishnaswamy
- *Total Quality Management* Dale H. Besterfield and others Pearson Education, New Delhi, 2003.
- *Total Quality Management* Poornima Choudhary Pearson Education New Delhi, 2002.
- *Total Quality Management* Sridhar Bhatt.
- *Supply chain Management theory and practices* Mohanty and Deshmukh, Biztantra 2005.

## 2.6 Legal Aspects of Business

### Learning Objectives:

- To disseminate knowledge on the formation and management of business in company format.
- To provide information about the applicability of various industrial laws.
- To provide an insight into matters related to foreign exchange and its effect on managing the business.
- To provide an exposure on the laws related to intellectual properties and their influence on business.

1. **Outlines: Industries Development and Regulation Act (IDRA), Competition Act.** Foreign exchange management act.(FEMA)
2. **Outlines: company Law,** provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.
3. **Outlines:** intellectual property rights, **Patents and Trademarks Act**, copy rights act, geographical appellation,
4. **Outlines: security Market Laws,** Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.
5. **Outlines:** consumer protection act and Information technology act.

#### References:

- *A Manual of Business Laws* S.N. Maheshwari and S.K. Maheshwari
- *Business Law for Management* K.R. Bulchandani
- *Business Environment: Texts and Cases* Francis Cherunilam
- *Business and Corporate Laws* S.S. Gulshan and G.K. Kapoor
- *Bare Acts of respective legislations.*

## 2.7 Management Information Systems

### Learning Objectives:

- To recognize contemporary MIS and how information systems support business strategy, business processes, and practical applications in an organization.
  - To interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
  - To provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.
  - To express ethical awareness and moral reasoning
1. Information Systems: data vs Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts, telecommunications networks.
  2. Systems Development: the concept of systems development life cycle (SDLC), types of SDLC, Use of flow charts.
  3. Application Technologies: ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.
  4. Web Publishing: web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues
  5. **Practicals on ERP** -. Functional modules in business.

**References:**

- *MIS Kennett G. Laudon and Jane P. Laudon*
- *MIS James A. O'Brien*
- *MIS-C.S.V. Murthy*
- *Computer Today S.K. Basudev*
- *ERP Concepts V.K. Garg*

## 2.8 Operations Research

**Learning Objectives:**

- The acquaint the students with the application of operations research to business and industry.
- It also helps them to grasp the significance of analytical techniques in decision making.
- It helps them to understand the project sequencing and optimize the project duration.
- It also provides to take decision under risk and uncertainty.

1. **Linear programming:** Formulation, Graphical solutions Simplex method Big-M method, Duality and sensitivity analysis.
2. **Transportation and Assignment Problem:** Traveling salesmen problems, solving the sequencing problems.
3. **Queuing Models:** Deterministic and probabilistic models, Single server and multiple server models Infinite population.
4. **Network Analysis:** PERT & CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games Two persons Zero-sum game.
5. **Decision Theory:** Decision making under risk and uncertainty, decision trees.

**References:**

- *Quantitative Techniques in Management N.D. Vohra*
- *Operations Research Wagner*
- *Operations Research HamdyTaha*
- *Theory and Problems of Operations Research Richard Brouer*
- *Mathematical Methods in Business Barnett and Sieger*
- *Operations Research S.D. Sharma*

## 2.9 Global Business Environment

**Learning Objectives:**

- It helps the students to understand the International Trade Theory
- It explores knowledge on international economic Institutions
- It helps to understand the foreign Investment flows
- It also helps to understand the regional economic block

1. **Introduction to International Business:** Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Approaches to international business. Trade Theories
2. **Environmental Context of International Business:** Framework for analyzing international business environment Domestic, foreign and global environments and their impact on international business decisions.
3. **Global Trading Environment:** World trade in goods and services Major trends and developments; World trade and protectionism Tariff and non-tariff barriers; Counter trade.
4. **International Financial Environment:** Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows. Capital flows, foreign investment flow and barriers: FDI and FIIs
5. **International Economic Environment:** World Economic and Trading Situation; International Economic Institution and Agreements; WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. BRICS and BRICS Bank, Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

**References:**

1. *Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.*
2. *Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.*
3. *Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.*
4. *John D Daniel, Lee H Radebaugh and Daniel P Sullivan, International Business: Environment and Operations, 10th Edition., Pearson Education.*
5. *Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.*
6. *Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.*
7. *Aswathappa K, Essentials of Business Environment, 10th Revised Edition, HPH.*
8. *Francis Cherunilam, International Business, Revised Edition, PHI*
9. *Francis Cherunilam, Global Economy and Business Environment, Revised Edition, HPH.*
10. *Vishal Kumar, International Business, 1st Edition, 2015, Kalyani Books.*
11. *Rosy Joshi and Sangam Kapoor, Business Environment, 2nd Edition,*

### THIRD SEMESTER

#### 3.1 Project Management

##### Learning Objectives:

- To acquaint the students with the overview of Business related Project Management.
- To Provide the students with Project Planning
- To identify the Project Risk Management and reduce project risks.
- To Provide an understanding of Project team Management.

1. **Project Management:** concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy, project life cycle, feasibility studies -different forms of project contracting.
2. **Project Scope Management:** defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.
3. **Estimating project cost and time:** factors influencing the quality of estimates, top-down versus bottom-up estimating, methods for estimating project cost and times.
4. **Project Risk Management:** measuring risk, contingency planning, scheduling resources, reducing project duration.
5. **Project Team Management:** building high-performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit.

##### References:

- *Project Management Clifford Gray & Larson*
- *The practice and theory of project management creating value through change Newton, Richard 2009, Hampshire, Palgrave Pub*
- *Effective project Management Clements, James P & Gido Jack 2006, New Delhi, Cengage Learning*
- *Project Management: A managerial approach Meredith, Jack.R& Mantel Samuel.J 2006, New Delhi, John Wiley & Sons*
- *Project Management for business, engineering & technology: principles & practice Nicholas, John.M&Steynl, Hermann*
- *Project Management Harvey Maylor 1999, New Delhi, Macmillan pub*
- [www.pmi.org](http://www.pmi.org)

#### 3.2 Entrepreneurship and Small Business

##### Learning Objectives:

- To describe the importance of entrepreneurship; outline the qualities of a successful entrepreneur; state the functions of an entrepreneur; explain the issues and problems faced by entrepreneurs.
- To identify and secure customers, stakeholders, and team members through networks, primary customer research, and competitive and industry analyses in order to prioritize and pursue an initial target market in real-world projects.
- To develop knowledge on how to assess business opportunities and an in-depth understanding of what typically characterize successes and failures.
- To detect weaknesses and strengths within a business opportunity, and give suggestions of how to improve these weaknesses and utilize these strengths

1. **Foundations of Entrepreneurship:** nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs.
2. **Business Planning:** from idea generation to preparation of detailed business plans. Exercises in preparation of business plans.
3. **Venture Capital:** valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's). Rural & social entrepreneurship, potential for entrepreneurship in rural India, SHGs, micro credit etc. family businesses, new generation entrepreneurs, women entrepreneurs- case studies
4. Small Business in Indian Environment Economic, Social, Political cultural and legal; Policies Governing small scale units; industrial policies and strategies relating to small scale sector.
5. Institution assisting export promotion of small business in India; Export promotion councils global perspective of small business in selected countries.

##### References:

- *Entrepreneurship Prof. T.V.Rao*
- *Entrepreneurship Hisrich & Peter*
- *Stay hungry stay foolish-Rashmi Bhansal*
- *Entrepreneurship-Mathew JManimala*
- *Indias new capitalist Harish Damodaran*
- *Business Maharaja's Geetha Peramal*
- *Desai Vasant, Organization and Management of Small scale industry, Bombay, Himalaya,*

**ELECTIVE PAPERS**  
**MARKETING**

**3.3 Elective MM 1: Consumer Behavior and Marketing Research**

**Learning Objectives:**

- The objective of the course is to familiarize the students with the consumer behavior.
  - It helps them to identify the decision making process with the consumers.
  - It provides them to understand the various marketing research designs to conduct research on consumers.
  - It also helps them to understand the data analysis using SPSS.
1. **Consumer Behavior:** introduction, Factors influencing consumer behaviour, Personality, Psychographics, Family, Society, Values of perception, Attitude and life styles, Different models of consumer behaviour Economic, Learning, Psychoanalytical, Sociological, Howard Sheth, Nicosia, Webster and Wind, Engel, Blackwell and Minard models.
  2. **Buying Decision Making Process:** buying roles, Stages of the decision process High and low effort decisions, Post purchase decisions,
  3. **Marketing Research Designs:** types of research designs, Techniques and tools of data collection Scales and measurement, various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.
  4. **Application of Quantitative Tools in Marketing:** decision making using Regression analysis, ANOVA, Discriminant analysis, Factor analysis, Cluster analysis, Multi-dimensional scaling and Conjoint analysis, Use of SPSS for data analysis.
  5. **Market Research:** marketing and market research, Qualitative research, Market and sales analysis. Motivation research, Communication research, Product, Pricing and Distribution research.

**References:**

- *Marketing Research N.K. Malhotra*
- *Marketing Research R.Nargundkar*
- *Consumer Behaviour Schiffman and Kanuk*
- *Marketing Research Tull, Green and Hawkins*
- *Business Research Methods Zikmund*
- *Marketing Research Parashuraman, Grewal*
- *Consumer Behaviour Hoyer Mac Innis*

**3.4 Elective MM 2: Sales and Logistics Management**

**Learning Objectives:**

- To understand sales force and marketing channels to gain competitive advantage.
  - To familiarize with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.
  - To introduce course participants to national and international sales and distribution practices
  - To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems
1. **Sales Management:** objectives of sales management, Personal selling process, developing personal selling strategies. Organizing the sales force Types of sales organizations Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
  2. **Managing the Sales Force:** effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas Compensating sales force, Motivating the sales force Controlling the sales force Evaluating the sales force.
  3. **Retailing and Wholesaling:** non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net, Emerging trends in retailing & wholesaling.
  4. **Distribution and Logistics Management:** design of distribution channel, Structure and Channel management. Components of logistics inbound and outbound logistics, key logistics activities viz., Customer services - Inventory management Material handling Communication Order processing, Packaging Traffic and transportation Warehousing and storage.
  5. **Logistics Strategy:** logistics information system, Organizing for effective logistics, Implementing logistics strategy Computer packages used in logistics. Retailing and wholesaling, sales and logistics for rural markets.

**References:**

- *Sales Management Decisions, Strategies and Cases Richard R. Still, Edward W. Cundiff and Noman A.P. Govani*
- *Professional Sales Management R.E. Anderson, Joseph F. Har, Alan J. Bash*
- *Marketing Channels Louis W. Stern, Adel I. ER Ansary, T. Coughlan*
- *Fundamentals of Logistics Management M. Lambert, James R. Stock, M. Eliram*
- *Logistics Management Donald J.B. and D.J. Closs*
- *Logistics and Supply Chain Management Martin Christopher*
- *Sales Management Analysis and Decisions Making Thomas N. Ingram*
- *Managing Supply Chain J.L. Gattorn and D.W. Waldis*



### 3.5 Elective MM 3: Advertising and Sales Promotion Management

#### Learning Objectives:

- Analyze the expanding environment of media and communication techniques and assess the strengths, weakness, opportunities and threats (SWOT) of different kind of promotional campaigns.
  - Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program
  - Contribute to evaluating the effectiveness of advertising and marketing communication initiatives.
  - Participate in the development of creative solution to address advertising and marketing communications challenges.
1. **Promotion Mix:** elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.
  2. **Advertising:** types of advertisement, advertise ability and advertising aids, Advertising planning and decision making.
  3. **Advertising Campaign Planning:** setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.
  4. **Advertising Media:** types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting. Measuring advertising effectiveness. Advertising strategies for rural markets.
  5. **Advertising Agencies:** profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).

#### References:

- *Advertisement and Promotion Belch and Belch*
- *Advertising Aaker and Bathra*
- *Advertising Management Chunawalla*
- *Advertising Management Write and Ziegler*
- *Contemporary Advertising Williams Arens*
- *Advertising Management Rajeev Batra, John G. Myer, David Aker*
- *Advertising Planning & Implementation Sangeeta Sharma & Raghuvir Singh*
- *Advertising Principles and Practice Wells, Moriarty, Burnett*
- *Advertising Management Jaishri Jethwanry, Shruthi Jain*
- *Marketing Communication Dahlen*

### FINANCE

### 3.3: Elective FM 1: Advanced Capital Budgeting

#### Learning Objectives:

- The objectives of the Course is to provide knowledge about cash flow measurement in evaluating projects.
  - To provide the students with ranking projects based in optimal cash flow.
  - To understand the concepts of real options in capital investment
  - To identify the techniques for project risk analysis.
1. **Advanced Topics in Capital Budgeting:** Cash Flow Measurement Problems, Use of Probabilities, serial dependence and independence of cash flows, Use of Decision Trees, Real Options in Capital Budgeting: Expansion, Abandonment and Postponement
  2. **Ranking Projects: Conflicts in Ranking Projects using NPV and IRR.** Fisher's rate of intersection, Multiple IRRs, MIRR, Optimal decision under capital rationing-Risk Analysis in Capital Budgeting using Sensitivity Analysis and Scenario Analysis and Simulation
  3. **Dividend Decisions:** Dividend As a Passive Residue, Signaling device. Determinants of Dividend Policy of a firm. Provisions of Company Law and Income Tax Law pertaining to Dividends.
  4. **Valuation of the Firm:** Ideal capital market, valuation of firm using MM, CAPM, Binomial and BSOPM models and their reconciliation-
  5. **Information Asymmetry and Principal Agent Conflicts:** Separation of ownership and control, principal and agent conflicts, real world factors and violation of conditions of ideal capital market on valuation of securities and firms. Classic directive, maximizing V vs E. Information asymmetry, Akerlofs market for lemons, spence's job market signaling, causes of information asymmetry, valuation of securities and quality of stock market. Information asymmetry and bond valuation and dividend.

### 3.4: Elective FM 2: Financial Markets and Institutions

#### Learning Objectives:

- To understand the Indian capital market and money market.
  - To understand the basic concepts of banking in India.
  - To understand merchant banking and credit rating in India
  - To evaluate the regulatory mechanism of capital Market .
1. Overview of Indian Financial System: Indian Capital Market and Money Market, Foreign Institutional Investors (FIIs)-Portfolio Management Schemes of Indian Institutional Investors, Global Capital Flows-Hedge Funds, Private Equity. ADR and GDR.

2. **Indian Capital Market:** Primary and Secondary Capital Markets in India-Market for Stocks and Bonds, Market for Derivative Instruments (Financial and Commodities), Over the Counter Markets (OTCEI), NCDEX, MCX. Markets for Government Securities, Mock Exercises in Online Stock Market Operations on Sensex and Nifty
3. **Banking in India:** current problems of public sector banks, capital adequacy norms, Basel norms, NPA problem corporate debt restructuring, and securitization of debt and asset reconstruction companies, the new Insolvency and bankruptcy code.
4. **Merchant Banking and Credit Rating:** Introduction to merchant banking, merchant bankers/lead managers, registration, obligation and responsibilities, underwriters, obligation, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.
5. **Regulatory Mechanisms:** The role of SEBI in regulating the Capital Market and Stock Exchanges-Outlines of the SEBI Act and Powers of SEBI- Important Cases dealt with by SEBI- Sahara, NSEL, Insider Trading Cases etc. Investigation into Corporate Frauds under Companies Act. NFRA and IBBI.

### 3.5 Elective FM 3: Security Analysis and Portfolio Management

#### Learning Objectives:

- To recognize and apply appropriate theories, principles and concepts relevant to securities analysis and portfolio management.
  - To familiarize the students with the fundamental and technical analysis of the diverse investment avenues.
  - To outline major steps in the portfolio management process and identify different types of financial markets.
  - To identify, analyze and draw reasoned conclusions in selecting and presenting information on securities.
1. **Efficient Market Hypothesis:** The Concept of Market Efficiency-Weak Form, Semi- strong and Strong form of efficiency-Statistical Tests for Measuring Efficiency- STIGLITZ paradox of Market Efficiency-Optimal risky portfolios-Markowitz's mean variance model Vs Stochastic Dominance Analysis(SDA), Equilibrium in capital markets Capital asset pricing model, Index models and Arbitrage pricing theory and multifactor models of risk and return.
  2. **Fixed Income Securities:** Bond Prices and yield Bond Characteristics and Types, Bond Pricing, Bond yield, Term Structure of Interest rate, Interest rate risk- interest rate sensitivity, duration, convexity and immunization.
  3. **Fundamental Analysis:** Economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies, Metrics used in valuation of firms.
  4. **Technical Analysis:** Market indicators, Forecasting individual stock performance, Techniques, Types of charts, Dow theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.
  5. **Active Portfolio Management:** Sharpe, Treynor, Jensen's Alpha measures of mutual fund performance measuring investment return, conventional theory of performance evaluation,  $M^2$  and  $T^2$  market timing, performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor Black model

### HUMAN RESOURCE MANAGEMENT

#### 3.3 Elective HRM 1: Human Resource Development

##### Learning Objectives:

- To equip students to develop themselves into a critically reflective and capable HRD practitioner.
- To enable students to develop an ability to decide learning and training needs
- To apply HRD interventions like coaching, mentoring, and counseling.
- To explain the role of HRD in designing, developing, implementing and evaluating appropriate strategies in line with the business goals.

1. **Human Resource Development:** sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.
2. **Performance Management:** traditional and modern techniques, Open Appraisal Identification of Key Performance Areas and Key Result Areas Managerial appraisal Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms Performance management and career development. Bi-directional performance management.
3. **Mentoring, Coaching & Employee Counseling Services:** nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling.
4. **Career Planning and Development:** meaning and process Career path, Career width and Length Succession planning Career Development.
5. **Learning and development in knowledge setting:** learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy, planning for individual development.

##### References:

- *Human Resource Development* Randy L. Desimone, Jon M. Werner & David M. Harris.
- *Designing and Managing Human Resource Systems* Pareek, Udai and Rao T.V.
- *Recent Experience in Human Resource Development* Rao T.V. and Pereira, D.H.
- *Performance Appraisal Theory and Practice* Rao T.V.
- *Effective Human Resource Development* Neal E. Chalofsky, Carlene Reinhart.
- *Human Resource Management* Satyadian S. Mirza
- *Knowledge Management* Shelda Debowski John Wiley, India publications.



### 3.4 Elective HRM 2: Organizational Change and Development

#### Learning Objectives:-

- To understand how the process of Organizational Change occurs and the typical roles that collaborate to deliver successful change
- To understand how Individuals are impacted by change and the different ways they might respond to change.
- To Outline important aspects as to how to build and equip a change team to improve effectiveness in an organization.
- To learn to diagnose ongoing activities within an Organization and plan the implementation of selected OD interventions.

1. **Organizational Change:** planned organizational change, Change agents, Dynamics of resistance to change, Planned change. Quality work life.
2. **Organization Development:** history of Organization, Development Values Assumptions Beliefs in organization development.
3. **Theory and Management of Organization Development:** foundations of organization development Managing the organization development process Action research and organization development.
4. **Organization Development Intervention:** team intervention Inter-group and third party peacemaking intervention Comprehensive intervention Structural intervention Training experiences.
5. **Key Consideration and Issues:** issues in consultant Client relationships System ramification Power, politics and organization development Research in organization development.

#### References:

- *Organization Development Franch and Bell;*
- *Organization Behaviour Fred Luthans*
- *Human Behaviour at Work Keith Davis; Organizational Design for Excellence Khandawalla*
- *Organizational intelligence Silber Kearny*
- *The dance of change Peter Senge and others*
- *The fifth discipline Peter Senge*

### 3.5 Elective HRM 3: Training and Development

#### Learning Objectives:

- To understand the basic concepts of organizational Training and Development.
- To provide both conceptual and practical value for developing training programs.
- To be able to evaluate a training program using statistical methods.
- To emphasize the importance of training in improving the core competencies of individuals and organizations.

1. **Training:** introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.
2. **Training Needs Assessment (TNA):** methods of TNA, Organizational support for TNA, Organizational analysis Specifying goals, Identifying constraints, Resource analysis, Learning principles, Training enhancement, Trainee characteristics.
3. **Training Delivery:** traditional vs Modern methods, SDLP, Simulated work settings, DLP, CD ROM, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT).
4. **Training Evaluation:** criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.

4. **Training Interventions:** learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter-positional training, Leadership training.

#### References:

- *Training in Organization Irwin L. Goldstein, J. Kevin Ford.*
- *Effective Training: System Strategies & Practices P Nick Blanchard James W Thacker.*
- *Training For Organizational Transformation Rolf P Lynton Udai Pareek.*
- *The Trainers portable mentor Gargulo & Others*

### INTERNATIONAL BUSINESS

### 3.3 Elective IB 1: International Economics

#### Learning Objectives:

- To enable students to Comprehend theory of decision making under conditions of scarcity and uncertainty.
- To analyze choice and demand, production, cost, the firm and market structure & reasons for market failure.
- To develop analytic tools used to understand how the economy functions in aggregate.
- To Understand the short & long run economic fluctuations

1. **Theories of International Trade:** the law of comparative advantage, the standard theory of international trade, factors endowment and the Hecksher-Ohlin theory.
2. **Demand & Supply Analysis:** introduction, the equilibrium relative commodity price with trade-partial and general equilibrium analysis, relationship between general and partial equilibrium analyses, offer curves, the terms of trade and gains.
3. **Economies of Scale:** introduction, imperfect competition and international trade, trade based on dynamic technological differences, cause of transportation, industry location, environmental standards and international trade.
4. **Economic Growth and International Trade:** growth factors of production, technical progress, growth and trade in small country and large country perspective, effect and evaluation, trade changes.
5. **Trade Modes:** modes, determinants, foreign investments FDI, FDI on national treatment factor. Heterogeneity in international trade, India in the global setting and globalization of Indian business.

#### References:

- *Domenic Salvator International Economics*
- *Paul R. Krugman and Obstfeld M International Economics, 3<sup>rd</sup> Edition, Harper Collins Pub., 1994*
- *Buckley, Adrian Multinational Finance, New York, Prentice Hall Inc. m 1996.*
- *International Economics Robert J. Carbaugh 2008.*
- *International Economics Theo. S. Eicher, John H. Mutti and Michelle H. Tumovsky-2009*
- *International Economics Global Markets and competition Henry Thompson, 2006*

### 3.4 Elective IB 2: India & WTO

#### Learning Objectives:

##### Learning Objectives:

- To acquaint the students with international body/ Institution WTO and its establishment for the smooth conduct of International trade & Business. Highlighting its importance.
  - To identify the inherent structure & the primary objectives of WTO.
  - To recognize the functional role of WTO, as a facilitator & protector of international trade.
  - To highlight some of the important trade agreements under the overall preview of WTO such as TRIPS/ TRIMS/ GATS Etc
1. **Globalization:** globalization of world economy, business, impact and implications, policy options and governance. Arguments for India joining WTO - Arguments against membership benefits and disadvantages to India. India's commitment and role in WTO India as defendant and as complainant India's position in WTO.
  2. Regional trade blocks and economic integration reasons for growth of economic blocks economic political types of economical integration. Major regional trade groups NAFTA, MERCOSUR, APEC, EU, BIMSTAC, ASEAN, G-6, IBSA. Euro benefits of common currency expectancy impediments of integration, India's role in promoting foreign trade vision perspective, road map, prospects, performance and evaluation.
  3. WTO Objectives, function, GATT and WTO., principles of WTO transparency, MFN treatment, national treatment free trade principles dismantling trade barriers ruled based trading system, treatment of LCD's competition principles anti dumping measures environment protection.
  4. Review of India's economy post 1995, analysis of general agreement on trade in services (GATS), definition of services under GATS, modes of international delivery services cross border supply commercial supply consumption abroad, movement of personnel special agreements under WTO TRIPS TRIMS objectives of intellectual property protection, Indian patent law and trips issues, controversies and legal position.
  5. Review of India's International Business with relevance to bilateral, preferential, regional, free trade, multilateral trade agreements. India's stand on WTO agreements agriculture, NAMA, IPR, mode 4 restrictions, subsidies, concessions etc.

#### References:

- *International Business By Roger Bonnet*
- *International Business - Michael Zinkata*
- *International Business - John D. Daniels*

### 3.5 Elective IB 3: Export Import Procedures & Documentation

#### Learning Objectives:

- To introduce familiarize the students with the Import & Export Policy framework & Guidelines of the Government of India.
  - To introduce the role & functions of the principal regulatory authorities like DGFT, CBEC who administer & govern the foreign trade in India.
  - To familiarize the students, import & export licensing formalities with relation to category of importers and exporters, categories of goods/ services with reference to both industrial & Non-industries sectors.
  - To familiarize the students about the international contractual terms & conditions such as INCOTERMS etc & the duties & responsibilities of buyer & seller.
1. **International Trade Policy Framework:** regulations for International trade, legal aspects of exports imports contract, exim policy of India.
  2. **Export Trade Procedures & Documentation:** export procedures, preshipment inspection procedure, export documentation, ECGC relevances, incentives, eligibility criteria, performance evaluation, self-certification procedures, concessions and promotional advantages.
  3. **Export Promotion Measures in India:** export promotion organizations, role of government agencies, STC, MNC/TNC's in promoting exports and evaluation of its impact on BOP.
  4. **Import Trade Procedures & Documentation:** restrictions, role and relevance of government interventions, measurement of import parity on GDP.
  5. **Role of International Trading Center in E-commerce:** computational analysis of India's export import logistics and simplification of procedural formalities and requirements.

#### Reference:

- *Desai.H.B Indian Shipping Perspectives, Delhi, Anupam Publications, 1988*
- *Government of India handbook of Import Export Procedures*
- *Paras Ram Export: What, Where and How, Delhi, Anupam Pub., 1995.*
- *Export Management Balagopal*
- *Export Import Procedures Thomas E. Johnson*
- *New Import Export Policy & Handbook of Procedures-Nabhi*
- *International Trade & Export Management Francis Cherunilam*

#### INFORMATION SYSTEMS

### 3.3 Elective IS 1: System Analysis and Design

#### Learning Objectives:

- To understand and apply the information systems (IS) theories and concepts required in Systems Analysis and Design (SAD)
  - To design system components and environments.
  - To build general and detailed models that assist programmers in implementing a system.
  - To design a database for storing data, a user interface for data input and output, and controls to protect the system and its data.
1. **System Analysis Fundamentals and the Modern Systems Analyst:** introduction to systems analysis and design, information system components, types of business information systems, organizational structure. Systems development techniques and tools, the SDLC, the systems analyst position.
  2. **Information Requirements Analysis:** systems planning, preliminary investigation, the importance of strategic planning, a frame work for systems development, information system projects, evaluation of systems requests, steps in preliminary investigation.
  3. **Systems Analysis Process:** requirements modeling, system development methods, modeling tools

4. **The Design Process and its Essentials:** evaluating software alternatives, steps in evaluating and purchasing software packages, transition to systems design, prototyping. User interface, input and output design, user interface design. Systems implementation-application development, structured application development, object oriented application development, testing the application, documentation, management approval, installation and evaluation, training, data conversion, systems support user support activities, maintenance activities, systems obsolescence.

5. **Cross Life Cycle Activities and Skills:** project and process management techniques, fact finding and information gathering, feasibility and cost-benefit analysis, joint application development, interpersonal skills and communications.

**References:**

- Jeffrey L. Whitten and Lonnie D. Bentley *Systems Analysis and Design*, Tata McGraw Hill
- Shelly, Gary b., Cashman, Thomas J and Rosenblatt, Harry J: *Systems, Analysis and Design*, Thomson
- Kendall and Kendall, *Systems Analysis and Design*, PHI
- Len Fertuck *Systems Analysis and Design with Modern Methods* B&E Tech
- Satzinger, John W. Jackson, Robert B. Burd, Stephen D, *Systems Analysis and Design in A changing world*, Thomson

### 3.4 Elective IS 2: Software Engineering Management

**Learning Objectives:**

- To build basic knowledge and understanding of the analysis and design of complex systems.
- To use the techniques, skills, and modern engineering tools and processes necessary for software engineering practice
- To develop, maintain and evaluate large-scale software systems.
- To produce efficient, reliable, robust and cost-effective software solutions.

1. **The Product and the Process:** an overview of system engineering, analysis concepts and principles, analysis modeling, design concepts and principles, design methods, design for real time systems.
2. **Software Life Cycle Models:** software requirement, software design, configuration management.
3. **Software Metrics:** software process and project metrics, technical metrics for software. Project planning and management: Project management concepts, project scheduling and tracking, software project planning.
4. **Risk Management, Quality Assurance:** quality verification and valuation, testing.
5. **Object Oriented Concepts:** formal Methods, Software reengineering and software tools.

**References:**

- Roger S. Pressman: *Software Engineering A Practitioner's Approach* Tata McGraw Hill IV edition.
- Kieron Conway, *Software Project Management: From concept to deployment*, Wiley Dreamtech Press
- Sommerville, Ian: *Software Engineering*, Addison Wesley
- S.A. Kelkar, *Software Project Management*, PHI
- Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli *Fundamentals of Software Engineering* PHI

### 3.5 Elective IS 3: Data Management Techniques

**Learning Objectives:**

**Learning Objectives:**

- To understand the fundamentals of database systems, design techniques and their use in organizations.
- To comprehend how database systems are used for strategic and operational decision making.
- To understand managerial issues associated with database technologies.
- To understand current/emerging technologies like data warehousing and Web-enabled data-driven systems

1. Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
2. Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Data warehousing, Data Mining, Data Mart, Data Storage Methods.
3. Business Intelligence, Tools and Methods.
4. Structure, Design, Development and Managing Corporate Information Systems (CIS).
5. Data Security Management and Control.

**References:**

- *The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta*
- *ETL Strategy for the Enterprise..by Sandesh Gawande*
- *Business Intelligence: A Capability Maturity Model* By Dorothy Miller
- *Introduction to Business Intelligence* By Jorg Hartenauer
- *Database Management: An Organizational Perspective* by Richard T. Watson
- *Database Systems Design, Implementation, and Management* by Peter Rob and Carlos Coronel
- *Modern Database Management (5th Edition)* by Fred R. McFadden, Jeffrey A. Hoffer and Mary B. Prescott
- *Developing Quality Complex Database Systems: Practices, Techniques and Technologies* by Shirley A. Becker
- *Strategic security management: a risk assessment guide for decision makers* By Karim H. Vellani
- *Information Security Management with ITIL, Volume 3* By Jacques A. Cazemier, Paul Overbeek, Louk Peters

### RETAIL & SUPPLY CHAIN MANAGEMENT

### 3.3 Elective R&SCM 1: Supply Chain Management

**Learning Objectives:**

- It acquaints the students with the concepts of supply chain linkages in organizations.
- It helps the student to understand inventory levels and order quantities
- It also help in illustrate the linkages with customers issues, logistics and business issues in Indian context.
- It helps in understanding retail and supply chain interface and channel design management

1. **Introduction to Supply Chain Management:** concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain.

2. **Global Supply Chain Management:** EDI, Problems of complexity confronting supply chain Management, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.
3. **Sourcing:** sourcing of material, Global sourcing - issues, Problems. Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.
3. **Strategic Issues in Supply Chains:** lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain.
4. **Retailing and supply chain Interface:** retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

**Reference:**

- Mohanty, R.P and Deshmukh, S.G, 2005, *Supply Chain Management Theory and practices*, Biztantra.
- Sunil Chopra & Meindl Peter, 2003, *Supply Chain Management strategy, planning and operation*, 3rd Edition, Pearson Education / PHI.
- Altekari, V. Rahul, 2005, *Supply Chain Management*, PHI.
- Pierre David, 2003, *International Logistics*, Biztantra.
- Joel D. Wisner, G. Keong Leong and Keah-Choon Tan, 2005, *Principles of Supply Chain Management A balanced Approach*, Thomson.
- Ronald H. Ballou, 2004, *Business Logistics/Supply Chain Management*, Pearson education, 5th Edition.
- Coyle, J.J., Bardi E.J. & John Langley.C, 2006, *The Management of Business Logistics-A supply Chain Perspective* Thomson, 7th Edition.
- B.S.Sahay, 2004, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd, 2nd Edition.
- Metzger, 2005, "Supply Chain Management", Response.

### 3.4 Elective R&SCM 2: Operations Strategy

**Learning Objectives:**

- To acquaint the students with the building blocks of planning and control of operations.
- To provide the students with various types of productivity.
- To provide also with a framework for operations strategies.
- It also provides the students with learning and growth Strategies in operations.

1. **Introduction to Operations Management:** role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies.
2. **Control of production operations:** plant Capacity and Line Balancing. Plant layout - different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.
3. **Strategy & Operations:** a framework for operations strategy. Tradeoffs, productivity & competition .Processing Network Strategies-Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging.

4. **Supplier & Customer Strategies:** outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management
5. **Learning & Growth Strategies:** global standardization/ automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations

**Reference:**

- *Operations Management*, Stevenson J. William, 2007, 9th Edition, TMH.
- *Operations Management strategy and analysis*, Lee J. Krajewski and Larry P. Ritzman, 2007, 9th Edition, Pearson
- *Operations Strategy* by Slack and Lewis. Prentice Hall, 2003.
- *Manufacturing Strategy* by Hill. Irwin McGraw-Hill, 2000.
- *Manufacturing Strategy: How to formulate and implement a winning plan* by Miltenburg. Productivity Press, 1995.
- *Restoring our competitive edge: competing through manufacturing* by Hayes and Wheelwright. John Wiley & Sons, 1984.
- *Operations Strategy* by David Garvin. Prentice Hall, 1992

### 3.5 Elective R&SCM-3: Services & Retail Marketing

**Learning Objectives:**

- To acquaint the students with the service design elements of variety of services.
- To provide the students with the strategies for marketing services.
- To introduce the students with various types of retailing in India.
- It also provides the students with merchandise management.

1. **Service:** concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning, Customer expectations and perceptions of services.
2. **Service marketing Mix:** product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.
3. **Strategies for Marketing:** overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.
4. **Introduction to Retailing:** types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.
5. **Merchandise Management:** sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

**Reference:**

- Hoffman, 2007, "Services Marketing", Thomson.
- Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.
- David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.
- ZeithamlValorie A. and BitnerMary, 2000, Services Marketing TMH.
- Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases, Galgotia Publishing Company, New Delhi.
- Levy & Weitz, 2005, Retailing, TMH
- A J Lamba, 2006, The Art of Retailing, TMH
- Patrick M. Dunne and Robert F. Lusch, 2005, Retailing, Thomson Learning
- Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
- Gilmore, 2005, Services marketing and Management, Response Books

**FOURTH SEMESTER**

**4.1 Strategic Management**

**Learning Objectives:**

- To device strategies of the organization with clear vision and mission using the best available technology.
  - To understand environmental considerations and also knowing socioeconomic and cultural background of both internal and external environment.
  - To experience policy making process and making technological changes keeping in mind the change in needs of the customers to compete in local as well as global markets.
  - To understand generic competitive strategies.
1. Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.
  2. Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.
  3. Establishing organizational direction developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.
  4. Generic competitive strategies stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis.
  5. Strategy implementation building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

**References:**

- Strategy and Structure Alfred C. Chandler
- Strategic Management Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance Michael E. Porter
- Competing for the future Prahlad and Hammel
- The Future of Competition Prahlad and Venkataraman
- Crafting and executing Strategy Aurthor A. Thompson and others
- The Art of Strategy Avinash K. Dixit and Barry J. Nalebuff



### ELECTIVE PAPERS MARKETING

#### 4.2 Elective MM 4: Product and Brand Management

##### Learning Objectives:

- To increase understanding of the important issues in planning and evaluating product and brand strategies.
  - To provide “real world” experience and understanding of product and branding strategies.
  - To understand product and branding concepts from the consumer’s point-of-view.
  - To explore contemporary issues in product and branding development and sustainability.
1. **Introduction to Product Management:** basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.
  2. **New Product Planning and Development:** organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.
  3. **Marketing Planning:** planning process, components of marketing plan competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting Targeting Positioning (STP) basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy.
  4. **Brands and Brand Management:** customer based brand equity brand positioning and values choosing brand elements to build brand equity.
  5. **Designing Marketing programs to build brand equity:** measuring sources of brand equity design and implementing branding strategies managing brand over time.

##### References:

- *Product Management* Donald R. Lehman, Russel S. Winner and
- *Strategic Brand Management* - Kevin L. Keller
- *The Brand Management Checklist* Brab Vanauken and *Managing Indian Brands* Ramesh Kumar
- *Application Exercises in Marketing* Ramesh Kumar
- *Brands & Branding* by The Economist
- *Strategic Brand Management* by Jean Noel Kapferer
- *Building, Measuring, and Managing Brand Equity* by Kevin L. Keller
- *Handbook of new product management* Christopher H. Luch
- 

#### 4.3 Elective MM 5: Business Marketing Management

##### Learning Objectives:

- To create an understanding the nature of business marketing vis-a vis consumer marketing.
- To create an awareness about the business to business (B2B) model of marketing
- To understand the organization Buying Behaviour (OBB) with emphasis on the customer profile identification of need based requirements in terms of quantity, quality, cost & delivery of industrial buyers.
- To understand the various strategies involved in business marketing in terms of product, price, positioning, placement, promotion etc vis-a vis competitors.

1. **The Nature of Business Marketing:** business and consumer products, Basis for classification, Difference between business and consumer marketing, Business marketing in global context, Classification of business consumers, Classification of business products.
2. **Organizational Buying Behaviour (OBB):** key characteristics of organizational customer and buying process Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process. Marketing information system for organizational market
3. **Business Marketing Planning:** planning process, Demand analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, New product development, Managing business services, PLC of industrial products.
4. **Managing Business Marketing Channels:** direct and indirect distribution, E-channels, Distributors, Manufacturer representative, Channel design and administration. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets Competitive bidding and leasing, Advertising and sales promotion, Personal selling in business marketing
5. **Managing Business Markets:** managing personal selling function, Key account management, Sales administration, Selling through Internet. E-commerce, Prospecting on Internet, Accepting orders and payment on net

##### References:

- *Business Marketing Management* Michael Hutt and Thomas Speh, 8<sup>th</sup> Edition, Thomson Learning
- *Industrial Marketing* Reeder and Reeder (PHI)
- *Industrial Marketing* Richard Hill (AITBS)
- *Supply Chain Management* Sunil Chopra and Peter Meindl (1<sup>st</sup> Indian reprint, Pearson Education)
- *Business Marketing* Haynes
- *Business Marketing* Rangan

#### 4.4 Elective MM 6: Services Marketing

##### Learning Objectives:

- To Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.
- To Use critical analysis to perceive service shortcomings with reference to ingredients to create service excellence.
- To Identify and discuss characteristics and challenges of managing service firms in the modern world including cultural implications
- To understand key linkages between marketing and other business function in the context of designing and operating an effective service system.

- 1. Introduction to Services Marketing:** definition of services, Reasons for emergence services marketing, Characteristic features of services marketing, Service marketing mix, Recent trends in services marketing. Sectoral view of service industry.
- 2. Consumer Behaviour in Services:** gap analysis for understanding consumer behaviour. Customer expectations Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blueprinting. Customer defined service standards. Physical evidence service scope.
- 3. Delivering and Performing Services:** employees role in service delivery Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels.
- 4. Managing Demand and Capacity:** managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality.
- 5. Marketing of Services:** health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.

**References:**

- *Services Marketing Integrated Customer Focus Across The Firm* Valarie A. Zeithaml and M. J. Bitner
- *Services Marketing People, Technology and Strategy* Lovelock
- *Services Marketing* Ravishankar
- *Marketing of Services* Jha
- *Marketing of Services* G.S. Bhatia
- *Marketing of Services* Sahu and Sinha

**4.5 Elective MM 7: International Marketing**

**Learning Objectives:**

- To give an in depth analysis of international marketing and its opportunities for the marketer.
  - It also helps them to understand promotional policies of the governments to augment trade.
  - It provides the procedures to export and import from various countries.
  - It also provides insights into the International Economic Institutions and its relationships with India.
- 1. International Marketing:** introduction and Importance Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
  - 2. International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies MNC's, Global marketers etc.
  - 3. Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
  - 4. Export Planning:** export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India Export documentation procedures and formalities.
  - 5. International Economic Institutions and Forums:** GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business

**References:**

- *International Marketing* SakOnkvisit and John J. Shaw
- *International Marketing* Philip Cateora and John Graham
- *International Marketing* C.A. Francis

**FINANCE**

**4.2 Elective FM 4: Strategic Financial Management**

- To understand the students with the various financial strategies of business.
- To help the students to understand financial distress and restructuring.
- To provide the students to understand dividend policy of a firm.
- It is also to provide students with credit rating and merchant banking.

**1. Mergers and Acquisitions(M&A):**Market for corporate control, basic forms of M&A as per Indian company law-acquisition, takeovers, amalgamations, leveraged and management buyouts tax forms of acquisition, Accounting methods pooling vspurchase, strategicvs financial acquisition.Synergy from an acquisitions, and sources of synergy, valuation for acquisition-8 metrics to be used, hostile bids and defensive tactics.Empirical evidence from M&A in India.

**2. Leverage Decision:** Optimal Capital Structure under Revised MM Hypothesis. Traditional Trade off theory of Capital Structure -Pecking Order Theory of Capital Structure.An Overview of important empirical studies on Capital Structure.

**3. Financial Distress and Restructuring :**Introduction,indicators, causes and effects of financial distress, coping strategies, operational cutbacks, divestiture vs. asset sales. Corporate Debt Restructuring (CDR), Reforming governance (or) Management structures (or) Replacing management , Bankruptcy, liquidation & reorganization. Laws pertaining to Industrial Sickness-Provisions of Indian Companies Act, 2013 and new Insolvency and Bankruptcy Code .

**4. Dividend policy and Stock Repurchases:** the Irrelevance of Dividends, Stock Repurchases in Ideal Capital Market. Types of Dividends and Dividend Payment Process.Dividends and Principle Agent Conflicts.Dividends, Taxes and Transaction Costs. Corporate Liabilities- Alternate Debt Financing Sources, Debt Maturity Decision, Corporate use of Trade Credit, Bank Loans and Relationship Lending. Information in Debt related Events.

**5. Managing Internal Equity and Seasoned Equity Offerings:**

The equity management perspective, Internal capital market theory, process of issuing seasoned equity, determinants of underwriter spreads in SEO's, Issues related to SEO, staying private V/s going public.IPO process, characteristics of IPO firms and their offerings, post-IPO performance of stock only IPO's, unit IPO. Under pricing phenomenon.

### 4.3 Elective FM5: Derivatives

#### Learning Objectives:

- To demonstrate an understanding of the uses of risk management approaches and techniques used by modern organizations.
  - To apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.
  - To make informed judgments on the use of derivative instruments.
  - To evaluate, synthesize and communicate strategies to manage risk
1. **Introduction to Derivatives:** forwards, Futures, options, swaps, trading mechanisms ,Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, Variation margins, Types and orders. future commission merchant.
  2. **Forward and Future Contracts:** Forward contracts, futures contracts, Financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Hedging using futures contracts, Hedging using stock index future contracts, Index futures, Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures.
  3. **Options Contracts and Trading Strategies:** Characteristics of options contracts, trading strategies.
  4. **Valuation of options** Graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model. Option Greeks.
  5. **Commodity derivatives:** Commodity futures and options, outlines of SEBI guidelines, working of NCDX, MCX.

### 4.4 Elective FM6: International Financial Management

#### Learning Objectives:

- To give a specialized knowledge of significance of Foreign exchange and its relevance to survival of Companies in international markets.
  - To study the foreign exchange markets.
  - It also provides insights about hedging and swaps.
  - It also helps in international investment decisions.
1. Role of International Financial Management in Corporate Financial Management. Dynamics of Global Capital Flows, India's Balance of Payment, trends , direction and composition. CAD (current account deficit) problems. Economic and Monetary Union.
  2. **Foreign Exchange Market-** Introduction- Structure and Functions- Types of transaction-spot and forward quotations- Arbitrage Exchange rate equations
  3. **Nature and Measurement of Exposure and risk classification of exposure and risk-** transaction, translation and economic exposure- Factors influencing exchange rate- Theories of Exchange rate behavior Fisher's effect.
  4. **Management of Foreign Exchange exposure-** Need for Hedging of transaction, translation and Economic exposure- Management of interest rate Exposure-FRA- Interest rate caps and floors- Swaps
  5. **International Investment Decision** Risk Factors, country Risk, cost and Benefits
  - .. International Capital Budgeting- Evaluation Criteria.

### 4.5 Elective FM 7: Corporate Taxation

- To understand the basic concepts related to Income Tax act.
- To help the students to understand the computation of business income.
- To provide the student to compute Capital gains
- To help the students to understand the assessment and advance payment of Tax in business

1. **Outlines of Income Tax Act, 1961:** basic Concepts and definitions, Incidence of Tax, Heads of Income, Exemptions and deductions.
2. **Computation of Business Income:** definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.
3. **Computation of Capital Gains:** capital Asset, Transfer, Short Term and Long Term Capital Gain, Cost Inflation Index, Exemptions.
4. **Set off and Carry Forward:** business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.
5. Tax Implications in Business amalgamation and Restructuring

#### References for Elective FM 1 to 7:

- *Financial Management and Policy* Van Horne
- *Corporate Finance* Brealey Myers: Ross, westfield, jaffe.
- *Investments* William Sharpe and others; Bowdye and others
- *Investment Management* Prasanna Chandra
- *Investments* Schaum Series: Francis and Taylor
- *Financial Management* Brigham and Erhardt
- *Corporate Finance* Brigham and Erhardt
- *Managerial Finance* Weston and Copeland
- *Advanced Corporate Finance* Ogden, Jen and O'Connor
- *Income Tax Act of 1961*
- *Income Tax Act* Malhotra; Taxman Publication; Ravikishore
- *Portfolio Construction, Management and Protection* by Robert A Strong
- *Derivatives* by Dubofsky
- *Futures, Options and other Derivatives* by John C Hull
- *Futures and Options* by Vohra and Bagri
- *Financial Derivatives* by N.R. Parasuraman.
- *The Revolution in Corporate Finance* by ed by Stern
- *Modern Investment Theory* by Robert A Haugen
- *The handbook of commodity investment* - Fabozzi & others
- *Modern Portfolio Management* - Leibowitz & Others



## HUMAN RESOURCE MANAGEMENT

### 4.2 Elective HRM 4: Strategic Human Resource Management

#### **Learning Objectives:**

- To explain the purpose of strategic planning in an organization
- To demonstrate the ability to explain the importance of people in the achievement of strategic change.
- To analyze the strategic issues and strategies required to select, develop, appraise & compensate human resource.
- To integrate the knowledge of HR concepts to take correct business decisions.

1. **Context of Strategic HRM:** investment perspective of HRM, factors influencing investment oriented organizations, Impact of changes in technology, Workforce demographics & diversity on HRM.
2. **Strategic Role & Planning:** strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR planning; aggregate & succession planning.
3. **Strategic Perspectives on Recruitment, Training & Development:** Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, need assessment, design & delivery.
4. **Strategic Perspectives on Performance Management, Feedback & Compensation:** use of System, who, what & how to evaluate, measures of evaluation, Internal equity, external equity, and Individual equity.
5. **Employee Separation:** reduction in force, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment.

#### **References:**

- *Strategic HRM* Jeffery Mello, Thompson Publication, New Delhi
- Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resources*, PHI, 2001. (Unit 1)
- S.K. Bhatia *Strategic Human resources Management*, Deep & Deep Publication Pvt. Ltd., 2007..
- Charles R. Greer, *Strategic Human Resource Management*, Pearson Education, 2003.
- Kandula S.R. (2001). *Strategic Human Resource Development*. Eastern Economy Edition, Prentice Hall India.
- Boxell & Purcell, J. (2003). *Strategy And Human Resource Management*. Palgrave Mcmillan
- *Strategic HRM* Michael Armstrong, Kogan page, London
- *Strategic HRM* Agarwal, Oxford University Press, New Delhi.
- *Strategic Management* Gregory Dess and Alex Miller.
- *Strategy Driven Talent Management* Edid Silzer Dovell

### 4.3 Elective HRM 5: Labour Legislations

#### **Learning Objectives:**

- The course provides basic conceptual basis of industrial relations.
- It is aimed at developing and understanding interaction pattern among labour, management and the state.
- It imparts basic knowledge of the labour laws and its features with various enactments with focus on practice.
- To understand major statutes and regulations pertaining to employment practices with respect to state.

1. **Industrial Disputes Act 1947:** emphasis on Sec 2 (all definitions), 9A, 10, 12, 17, 18, 22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Sec 33. Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.
2. **Indian Factories Act 1948:** karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.
3. **Payment of Gratuity Act 1982:** payment of bonus act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act.
4. **ESI Act 1948:** employees provident fund and miscellaneous provisions act 1952, workmen's compensation act 1932. payment wages act 1936.
5. **Code of Discipline in Industries:** report of the second national labour commission 2002. Latest ILO deliberation on labour legislation in developing countries.

#### **References:**

- *Industrial Laws* P.L. Malik
- *Industrial Laws* Sanjeev Kumar
- *Labour Law Journals Monthly*
- *Current Labour Reporter Monthly*

### 4.4 Elective HRM 6: Industrial Relations & Collective Bargaining

#### **Learning Objectives:-**

- To help students acquire solid theoretical, practical and ethical perspective on various aspects of IR.
- To make the student aware of the present state of IR in India.
- Understand the various processes and procedures of handling Employee Relations.
- To be acquainted with the concepts, principles and issues connected with Trade Unions, Collective Bargaining and Grievance redressal.

1. **Industrial Relations:** Historical background, concept and approaches in IR stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.
2. **Trade Unions:** trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and

3. **Grievances and Disciplines:** grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts Industrial disputes Lay off, Termination simplicitor, Retrenchment, closures, VRS.
4. **Collective Bargaining:** concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.
5. **Settlements:** types of settlements, wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

**References:**

- *Industrial Relation Ramaswamy*
- *Industrial Relation Sarma*
- *Industrial Relation Venkatarathnam*
- *Industrial Relation Arun Monnappa*
- *Industrial Relation T V Rao*

**4.5 Elective HRM 7: Knowledge Management**

**Learning Objectives:**

- It introduces to concepts and ideas on knowledge acquisition, creation and externalization in modern organization.
- To understand the organizational strategy and knowledge management initiatives.
- To address different aspect of knowledge management: knowledge culture, teams and leadership.
- To develop analytical skills of organizational intellectual ability as well as managerial skills for knowledge based strategy implementation.

1. **Knowledge Management:** concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems, Knowledge Service, Strategic Knowledge Leadership.
2. **Strategic Knowledge Management:** models, knowledge workers, phases of knowledge development, knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework.
3. **Knowledge Leader:** contributory Disciplines to Knowledge Leadership, Attributes Roles, Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders.

4. **Knowledge Culture:** Knowledge Culture Enablers, Maintaining the Knowledge Culture during Change, Reviewing, Implementing & Maintaining the Knowledge Culture.

5. **Knowledge Management & HRM Practices:** structural Support, Impact of Organizational Structure on Knowledge Management, Staffing, Performance Management, Rewarding, Knowledge Workers, Learning & Development, Organizational Evaluation and Review.

**References:**

- *Knowledge Management Shelda Debowski John Wiley India edition*
- *Knowledge Management Elias M. Awad & Hassan M. Ghaziri Pearson Education.*
- *Knowledge Management Carl Davidson & Philip Voss Vision Books*

**INTERNATIONAL BUSINESS**

**4.2 Elective IB 4: India's Foreign Trade**

**Learning Objectives:**

- To Understand India's position in the globalized world market in terms of quantum of world trade and its contribution to the GDP, economic growth & development as a performance parameter.
- To understand the balance of payments (BoP) in term of foreign trade & to identify and address any imbalances in trade which India needs to work on or working on.
- To take note of the various bi-lateral & multilateral trade agreements which India has entered into and also the nature & scope of various areas of economic cooperation which India seems to be pursuing.
- To understand the foreign Trade Policy of India in both letter & spirit and its thrust in export promotion.

1. **Foreign trade and BOP of India:** foreign trade under plan, major exports and imports impact on Indian economy and BOP, trade directions, major hindrances in Indian exports sector, structural treatment in promoting international trade by India.
2. Recent trends in India's foreign trade, directional pattern, major export commodities thrust area commodities, trends, problem and prospects, major competitors, major import commodity groups, trade control in India (foreign trade development and regulation act), import and export control orders, export import licensing system, exchange control in India.
3. Export Promotion incentives, duty drawbacks, packing credits, export promotion councils, advisory bodies CAPAXIL, FICCI, CII, PHD chamber of Commerce, DGFT and functional facilitators, evaluation of India's policy on exim plan, control of foreign trade.
4. Contemporary Export Import trend analysis: Invisible exports Banking, Insurance,

#### References:

- Bhashyam.S *Export Promotion in India: The Institutional Infrastructure*, Commonwealth Pub., Delhi, 1988
- Khanna, Sri Ram *Export Marketing in India's New Manufacturers*, University of Delhi, Delhi, 1986
- Jain.S.K *export Performance and Export Marketing Strategies*, Common wealth Pub., Delhi, 1988
- Nayyar, Deepak *India's Export and Export policies in the 1960s*, Cambridge University press, 1976.

#### 4.3 Elective IB 5: International Trade Policy

##### Learning Objectives:

- To understand the various International trade policy and factors leading to International trade and evaluations.
- To help the students to understand tariffs and taxes imposed by the government on imported goods.
- To provide the students to know the barriers to trade in Indian economy.
- To also understand the economic ideas and theories of regional economic integrations.

1. **Overview of International Trade Policy** : introduction, basic tariff analysis, cost and benefits of a tariff, other instruments of Trade policy.
2. **Political Economy of trade policy** : free trade and efficiency, rent seeking, political gains from free trade, national welfare arguments against free trade, income distribution and trade policy, international negotiations and trade policy.
3. **Trade Policy in Developing countries** : import-substitution industrialization, infant industry argument, promoting manufacturing through protection, trade policy since 1985: trade and growth takeoff in Asia and India's growth story.
4. **Trade Policy Controversies**: technology and externalities, imperfect competition and strategic trade policy, globalization and low-wage labor, labor standards and trade negotiations, environmental and cultural issues, WTO and national independence, Globalization and the environment.
5. **International Trade Policy & Economic Development**: regulations, FDI regulations, currency convertibility regulations, regulations of foreign trade and implementation in India, export instability, import substitution/export orientation, current problems facing developing countries in framing international trade policy.

#### References:

- *International Trade Theory and Policy*- Paul Krugman,

#### 4.4 Elective IB 6: International Financial Management

##### Learning Objectives:

- To give a specialized knowledge of significance of Foreign exchange and its relevance to survival of Companies in international markets.
- To study the foreign exchange markets.
- It also provides insights about hedging and swaps.
- It also helps in international investment decisions.

1. **Role of International Financial Management in Corporate Financial Management.**  
Dynamics of Global Capital Flows, India's Balance of Payment, trends, direction and **composition**. CAD (current account deficit) problems. Economic and Monetary Union.
2. **Foreign Exchange Market-** Introduction- Structure and Functions- Types of transaction-spot and forward quotations- Arbitrage Exchange rate equations
3. **Nature and Measurement of Exposure and risk classification of exposure and risk-** transaction, translation and economic exposure- Factors influencing exchange rate- Theories of Exchange rate behavior Fisher's effect.
4. **Management of Foreign Exchange exposure-** Need for Hedging of Hedging of transaction, translation and Economic exposure- Management of interest rate Exposure-FRA- Interest rate caps and floors- Swaps
5. **International Investment Decision** Risk Factors, country Risk, cost and Benefits  
., International Capital Budgeting- Evaluation Criteria.

#### References:

- Buckley, Adrian *Multinational Finance*, New York, Prentice Hall Inc.m 1996
- Kim, Suk and Kim, Seung *Global Corporate Finance: Text and Cases*, 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993
- Shapiro, Alan.C *Multinational Financial Management*, New Delhi, Prentice Hall of India, 1995
- *International Financial Management* by P.G.Apte, McGraw Hill.
- *International Financial Management* by Jeff Madura

#### 4.5 Elective IB 7: International Marketing

##### Learning Objectives:

- To give an in depth analysis of international marketing and its opportunities for the marketer.
- It also helps them to understand promotional policies of the governments to augment trade.
- It provides the procedures to export and import from various countries.
- It also provides insights into the International Economic Institutions and its relationships with India.

1. **International Marketing:** introduction and Importance Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies MNC's, Global marketers etc.
3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
4. **Export Planning:** export finance, Letter of credit, export licensing, Export houses, export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India Export documentation procedures and formalities.
5. **International Economic Institutions and Forums:** EFTA, LAFTA, EU, SAARC, APEC World Bank, IMF and other trading blocks and common marketing for international business.

##### References:

- *International Marketing SakOnkvisit and John J. Shaw*
- *International Marketing Philip Cateora and John Graham*
- *International Marketing C.A. Francis*
- *International Business Daniel*

#### INFORMATION SYSTEMS

#### 4.2 Elective IS 4: Enterprise Resource Planning and Business Process

##### Re-Engineering

##### Learning Objectives:

- To know and apply key technical terminology in enterprise information systems as they apply in different ERP products and development methods
- To understand key differences between the major ERP applications (such as SAP R/3, and Oracle/PeopleSoft/Sibel) and issues specific to these applications their configuration and management.
- To evaluate the progress of an ongoing ERP implementation project.
- To understand various BPR methodologies and their applications.

1. **Introduction:** fundamentals of supply chain management, applications systems in the individual business functions.
2. **Introduction to ERP:** an overview of the enterprise, ERP and related technologies, ERP a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.
3. **SAP's SCM system:** recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM.
4. **Re-engineering:** an imperative for survival, implementing BPR methodology and steps, Is re-engineering necessary?
5. **Trends in Information technology:** people view, empowering people through information, managing change the Indian paradigm

##### References:

- *ERP Alexis Leon, Leon Publishers*
- *Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition*
- *The one Source For Comprehensive Solutions Using Sap R/3 III Edition Authored by Asap World Consultancy-PHI.*
- *Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP*
- *An Insider's Unbiased Appraisal of SAP R/3 Management Wiley, Coriolis dreamtech*
- *ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI*
- *Hammer, Michael and Champy, James: Reengineering the Corporation: A manifesto for business revolution: Harper Business*

#### 4.3 Elective IS 5: Electronic Commerce

##### Learning Objectives:

- To understand the complexity of e-commerce and its many facets.
- To explore how e-business and e-commerce fit together.
- To identify the impact of e-commerce.
- To recognize the benefits and limitations of e-commerce.

**1. Introduction to E-Commerce:** advantages and limitations to E-Commerce, Value chains and managerial implications of E-Commerce.

**2. Internet:** the internet and the worldwide web, the internet Protocol Suite, internet architecture, Internet service providers (enabling technologies of the worldwide web), Inter organizational Commerce and EDI, EDI implementation, mobile Commerce.

**3. Computer Networks & Security:** different types of networks, protocols and media.

**4. Security and challenges:** electronic payment systems and the issues involved, security issues and encryption, E-CRM, E-SCM. E-Strategy.

**5. Consumer oriented Electronic Commerce:** advertising and Marketing on the internet, Consumer Search and Resource Discovery, Web based b2b E-Commerce. Intranets and extranets. Legal and ethical issues, legal infrastructure for E-Commerce in India (The Information Technology Act, 2000), International cyber laws.

##### References:

- Ravi B. Kalakota and Andrew B. Whinston "Frontiers of Electronic Commerce". Addison Wesley, Pearson Education, Asia.
- "Practical Cryptography", Bruce Schneier and Neils Ferguson, Wiley-dreamtech India Private Ltd.
- "E-Commerce-A managerial perspective", P.T. Joseph. Prentice Hall, India
- "Electronic Commerce", Framework, Technologies and Applications, Tata McGraw Hill.
- "Electronic Commerce", From vision to fulfillment, Elias M. Awad, PHI.
- Jeffrey F. Rayport and Bernard J. Jawoski-introduction to E-Commerce.

#### 4.4 Elective IS 6: IPR and Cyber laws

##### Learning Objectives:

- To introduce the cyber world and cyber law in general
- To explain about the various facets of cyber crimes
- To enhance the understanding of problems arising out of online transactions and provoke them to find solutions
- To clarify the Intellectual Property issues in the cyber space and the growth and development of the law in this regard

**1 IPR** introduction, Basics, Legal Concepts, International Architecture of Protection, Global Regulatory, DRIPs, TRIPs, Diplomacy in IPR protection, IPR in India, IPR vs Vertical Industries.

**2 Cyber Laws:** cyber alerts, internet frauds, thefts and crimes, cyber laws Vs vertical industries.

**3 Online Shopping Methods:** shopping carts, internet payment gateways, electronic data interfaces, payment methods and approval mechanisms, credit card merchants and payments

**4 Information Security:** concepts, methods, tools, standards, compliances.

**5 Information Security Control** and Disaster Management.

##### References:

- *Practical Approach To Intellectual Property Rights* By Rachna Singh Puri, Arvind Viswanathan
- *Re-thinking intellectual property: the political economy of copyright ...* By YiJun Tian
- *Intellectual property and information wealth: issues and practices in the ...* By Peter K. Yu
- *Cyber law simplified* by Vivek Sood
- *Cyberlaw for global E-business: finance, payment, and dispute s* by Takashi Kubota
- *Cyberlaw: the Indian perspective-* by Pavan Duggal
- *Information Technology in Business Management* by Dr. Mukesh Dhunna, J. B. Dixit
- *Payment technologies for E-commerce* by Weidong Kou
- *New payment world: a manager's guide to creating an efficient Payment Process* by Mary S. Schaeffer
- *Managing information security risks: the OCTAVE approach* by Christopher J. Alberts, Audrey J. Dorofee
- *Information Security: design, implementation, measurement, and Compliances* by Timothy P. Layton
- *An information security handbook* by John M. D. Hunter

#### 4.5 Elective IS 7: Business Strategies

##### Learning Objectives:

- To disseminate knowledge regarding the concept and tools of Business Policy and strategy
- To understand various perspectives and concepts in the field of Business Strategic Management
- To understand the principles of strategy, formulation, implementation and control in organizations.
- To develop skills for applying these concepts to the solution of business problems and master the analytical tools of strategic management

1. **Introduction:** defining your business idea, creating an e-business plan, getting your business off the ground, Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models.
2. **Internet:** Value configuration and the internet valuing and financing an internet start-up.
3. **e-business:** Building your e-business, designing an e-business web site, understanding back-end systems.
4. **Business Environment:** the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case.
5. **Launching your e-business:** Web Design with HTML/Flash/Javascript/Dreamweaver/Front page and e-Commerce

##### References:

- *Creating a winning e-business, 1 Edition, Napier, Judd, Rivers and Wagner*
- *Internet business models and strategies, Edition 2001, Allan Afush, Christopher L. Tucci*
- *E-servie, New Directions in Theory and Practice, Roland T. Trust and P.K. Kannan, Prentice Hall India.*
- *Steven Alter: Information Systems: Foundation of e-business, PHI*
- *Multimedia Systems Design, Prabhat K. Andleigh and Kiran Thakrar.*

#### RETAIL & SUPPLY CHAIN MANAGEMENT

#### 4.2 Elective R&SCM 4: Sales and Logistics Management

##### Learning Objectives :

- To understand sales force and marketing channels to gain competitive advantage.
  - To familiarize with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.
  - To introduce course participants to national and international sales and distribution practices
  - To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems
1. **Sales Management:** Objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force-Types of sales organizations-Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
  2. **Managing the Sales Force:** recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales quotas-Compensating sales force, Motivating the sales force-Controlling the sales force-Evaluating the sales force.
  3. **Retailing and Wholesaling:** non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net-Future of sales management.
  4. **Distribution and Logistics Management:** Design of distribution channel, Structure and Channel management. Components of logistics-inbound and outbound logistics, key logistics activities viz., Customer services-Demand forecasting- Inventory management-Material handling-Communication-Order processing, Packaging-Traffic and transportation-Warehousing and storage.
  5. **Developing Logistics Strategy:** logistics information system, Organizing for effective logistics, Implementing logistics strategy-Computer packages used in logistics.

##### Reference:

- *Sales Management Decisions, Strategies and Cases Richard R. Still, Edward W. Cundiff and Noman A. P. Govani*
- *Professional Sales Management R.E. Anderson, Joseph F. Har, Aian J. Bash*
- *Marketing Channels Louis W. Stern, Adel I. E. R. Ansary, T. Coughlan*
- *Fundamentals of Logistics Management M. Lambert, James R. Stock, M. Eliram*
- *Logistics Management Donald J. B. and D. J. Closs*
- *Logistics and Supply Chain Management Martin Christopher*
- *Sales Management Analysis and Decisions Making Thomas N. Ingram*
- *Managing Supply Chain J.L. Gattorn and D.W. Waldis*

#### 4.3 Elective R&SCM 5: Retail Management

##### Learning Objectives:

- To describe retailing, the entities involved, and the impact of decisions on a retail business
- To Identify the important aspects of merchandise planning and management
- To Identify good store design and Explain the value of a thoughtful store layout
- To Illustrate how the store environment can create a rewarding shopping experience

1. **Introduction to Retailing-** Size, economic importance and competitive structure; Common retail formats; The retail marketing mix; The role of the retail buyer and the work of the buying office / merchandise department; Organisational structures and the organisation of retail buying.



2. **Inventory Management-** Key performance ratios, - margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI); Stocktaking methods; The causes of markdown, strategies to limit markdowns; The implications for effective management of GMROI on the financial health of the business; Merchandise management for maximum GMROI.
3. **Merchandising-** Product assortment strategies related to retail format; Branding and retailers' own brand development; Range assortment planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.
4. **Visual Merchandising-** Space management, its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layouts and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.
5. **Buying and Supplying-** Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

**Reference:**

- *Retailing Management, 5th Ed. Michael Levi and Barton A. Weitz. Irwin McGraw-Hill, New York, NY. 2004.*
- *Berman and Evans, Retail Management, Prentice Hall 2004*
- *Levy and Weitz, Retailing Management, Irwin 2004*
- *Dunne, Lusch and Gable, Retailing, South-Western 2002*
- *Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002*
- *Robert Spector and Patrick D McCarthy, The Nordstrom Way: The Inside Story of America's #1 Customer Service Company, John Wiley & Sons, Inc. 1995*

**4.4 Elective R&SCM 6: Promotion & Relationship Management Learning Objectives:**

- To develop the skills to turn prospects into advocates
- To maintain large proportion of loyal advocates
- To enable profitable relationship of the type the customers would desire and with those who desire them.
- To enable Usage of cross selling opportunities without annoying customers.

**1. The Marketing Communication Process:** a Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy. The International market environment for Promotion & IMC.

2. **Advertising:** Message and Media Strategies: advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation.
3. **Personal Selling & Sales Management:** personnel Selling Process and approaches, Sales management- Objectives, Policies & Strategy, Sales Management process, Motivating, Compensating. Sales Budgets, Quotas and Sales Territories.
4. **Customer Relations Management:** meaning, definition, Practice, Technology. Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centres, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application providers and CRM.
5. **Foundations of Customer Centric Business:** internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management ( PRM), The Technology in PRM.

**Reference:**

- *Semenik, 2006, "Promotion and IMC", Thomson.*
- *Belch, 2005, Advertising and Promotion, TMH.*
- *Clow, 2007, "Integrated Advertising, Promotion and Marketing", 3rd Edition, Thomson.*
- *Still, Cundiff and Govni, Sales Management, PHI / Pearson.*
- *Batra, Myers and Aaker, 2005, Advertising Management, PHI / Pearson.*
- *Clow, 2007, Integrated Ad, Promotion and Marketing Communication, 3rd Edition.*
- *Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.*
- *Paul Greenberg , 2005, CRM at the Speed of Light, TMH*
- *Ken Burnett, 2005, The Hand Book of Key Customer Relationship Management, Pearson education.*
- *Jagadish Seth, Atul Parivartiyar & Shainesh, 2005, Customer Relationship Management, TMH.*

#### 4.5 Elective R&SCM 7: Operations Research

##### Learning Objectives:

- The acquaint the students with the application of operations research to business and industry.
- It also helps them to grasp the significance of analytical techniques in decision making.
- It helps them to understand the project sequencing and optimize the project duration.
- It also provides to take decision under risk and uncertainty.

1. **Model Building in OR:** linear programming, Formulation, Graphical solutions Simplex method Big-M method, Duality and sensitivity analysis.
2. **Transportation and Assignment Problem:** traveling salesmen problems, Solving the sequencing problems, brand switching problems.
3. **Queuing Models:** deterministic and probabilistic models, Single server and multiple server model Infinite population.
4. **Network Analysis:** PERT & CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games Two persons Zero-sum game.
5. **Decision Theory:** Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

##### References:

#### GUIDELINES FOR PREPARATION OF MBA PROJECT REPORTS ARRANGEMENT OF CHAPTERS\*

##### Cover Title Page (Format enclosed)

Inner title page (Same as cover title page)

Certificate from guide and chairman and declaration by the student.

Certificate from company/firm, where the project work is carried out.

(Not required if project work is not based on a company/firm).

Acknowledgement

List of tables and figures.

Abbreviations/operational definitions used.

##### Introduction

##### Chapter I

I. Problem definition / statement. This will cover company profile too if the topic chosen pertains to a company. - 5 pages

II. Research Objectives not more than 5 objectives, Use KSA model. - 1 Page

III. Research Methodology State the basic and secondary research design.

If it is a sample survey explain, sampling design and questionnaire design.

Sources of data and techniques of data analysis. - 3-4 pages

IV. Limitations of the project study - 1 page

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##### Chapter II

##### Literature review

Discuss theories, concepts, hypotheses, models etc., underpinning the project work (project report is an application of theoretical knowledge in analyzing a real life problem/issue faced by an organization) - 15 pages

##### Chapter III

##### Findings

This is the longest section of the project report. In these chapters data collected will be presented and analysed without drawing any inference. Depending on the volume of data presented, there could be 3 or 4 chapters in this section.

at least 40 pages



Chapter IV  
Summary of Findings

This chapter will be a brief statement of analysis already stated in the findings section.

- 3 pages

Chapter V  
Conclusions and Suggestions

- 3 pages

(total no. of pages must be atleast 80 but not more than 150)

Bibliography : References like articles, books, websites etc., used in the project work must be included in this section strictly following the citation style (refer MLA's Handbook and other style manuals)

Appendix

This will include printed secondary data (only if it is very critical) and any questionnaires used for the study.

FORMATTING YOUR PROJECT REPORT

1. Reports should be typed neatly only on one side of the paper with 1.5 spacing on A4 size bond paper (210 x 297 mm). Use dry tone Xerox for printing.  
The margins should be: Left 1.25", Right 1", Top and Bottom 0.75". Refer to style manuals like *MLA: Handbook*.
2. The total number of reports to be prepared is *Two*. *Only one copy is to be submitted to the office, soft copy (CD) is to be submitted to BIMS Library.*
3. Before taking the final printout the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.
4. The project report must be paper back bound (sample available in the library) Do not insert transparency sheets in the report. Do not use spiral binding.
5. The project report must contain 80-120 pages.

Outlay of the Report:

- The chapters, sections and subsections may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.2.3, 2.5.1 etc.
- Each chapter must be left justified (font size 16). Followed by the title of chapter centered (font size 18), sections/subsection numbers along with their headings must be left justified with section number and its heading in font size 16 and subsection and its heading in font size 14. The body or the text of the report should have font size 12. (Times New Roman)
- The figures and tables must be numbered chapter wise for e.g.: Fig.2.1 Block diagram of a serial binary adder, Table 3.1 Primitive flow table, etc. All figures and tables should appear either in the same page or the next page in which they are referred first. Preferably, all figures and tables are to be placed either at the top or the bottom of a given page.
- References: The references should be numbered serially in the order of their occurrence in the text and their numbers should be indicated within square brackets for e.g. (3). The section on references should list them in serial order in the following
- For textbooks A.V.Oppenheira and R.W.Schafer, Digital Signal Processing, Englewood, N.J., Prentice Hall, 3 Edition, 1975.

- For papers David Insulation design to combat pollution problem, Proc of IEEE, PAS, Vol 71, Aug 1981, pp 1901-1907.

(Refer style manual, - MLA's Handbook).

- The report should be extensive and include descriptions of work carried out by others only to the best extent necessary. Verbatim reproduction of material available elsewhere should be strictly avoided. Where short excerpts from published work are desired to be included, they should be within quotation marks appropriately referenced. Endnote, Footnote should be printed as per style manual.
- Proper attention is to be paid not only to the technical contents but also to the organization of the report and clarity of the expression. Due care should be to avoid spelling and typing errors. Spell check, Grammar check, must be applied. It should be noted that report-write-up forms the important component in the overall evaluation of the project.

## (COVER TITLE PAGE & INNER TITLE PAGE FORMAT)

### ★ Evaluation of Mutual Fund Performance A Case Study of Equity Funds of UTI

*by*

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**IV Semester MBA**

Reg.No.....

*Guide*

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Project Report submitted to the University of Mysore in  
partial fulfillment of the requirements of IV Semester  
MBA degree examinations 20\_\_

**B.N. Bahadur Institute of Management Sciences,  
University of Mysore, Manasagangothri,  
Mysore 570 006**

