

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**

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

**6.2** 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

**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 practicals, 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 first two units)	15 Marks
b.	C2 (Covering the next two units)	15 Marks
c.	C3 (Covering all the units)	70 Marks

**Total 100 Marks**

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.

**5.1** (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).

**5.2** 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.

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

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 $\leq$ CGPA < 5	5	SECOND CLASS
5 $\leq$ CGPA < 6	6	
6 $\leq$ CGPA < 7	7	FIRST CLASS
7 $\leq$ CGPA < 8	8	
8 $\leq$ CGPA < 9	9	DISTINCTION
9 $\leq$ CGPA $\leq$ 10	10	

Overall percentage =  $10 \times CGPA$  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.

<div> <div>UNIVERSITY OF MYSORE</div> <div>DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION</div> <div>CHOICE BASED CREDIT SYSTEM- 2018-2019</div> <div>MBA Course Structure and Syllabi</div> <div>Minimum Credits required for MBA Degree</div> </div>									
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	
<div> <div>Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters</div> </div>									
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	

<div> <div>Minimum Credits to be registered by student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters</div> </div>									
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				



**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	2:1:0	3	4
Elective-II	Software Engineering and Management	E	2:1:0	3	4
Elective-III	Database Management Techniques	E	2:1:0	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

\*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	2:1:0	3	4
5.	Elective-III	E	2:1:0	3	4
6.	Business Familiarization Report	C	0:0:2	2	4 Hrs/week for 20 students

Electives: 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-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 in a semester = 1credit

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

**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	8 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	2:1:0	3	4
Elective-V	Electronic Commerce	E	2:1:0	3	4
Elective-VI	IPR and Cyber Laws	E	2:1:0	3	4
Elective-VII	Business Strategies	E	2:1:0	3	4

- 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 Willamson
- *Cost accounting for Business Managers-* Asish K Bhattacharayya.
- *Management and Cost Accounting-* Colin Drury
- *Management Accounting* HensenMowen
- *Financial Analysis and Modelling* ChandanSenGuptha

**1.4 Statistics for Management**

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

**\*\* 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

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

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 Management 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. 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- PHI Learning
5. Laudon Kenneth and Laudon Jane- *Management Information Systems*- Contemporary perspective- PHI
6. O'Brien James- *Management Information System*- Tata Mcgraw Hill
7. Gorden 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.

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

#### 1.5 Managerial Economics

- 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

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:** handson 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

### 1.7 Business, Government and Society

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* JagdishBhagwathi
- *India's Economic policy* BimalJalan
- *Is there a Indian way of thinking* A.K.Ramanujam
- *A Million Mutinies*- V.S.Naipual
- *International Business Environment* by Daniels &Radbaugh
- *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

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 M commerce.
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.

2.4 Business Research Methods

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

SECOND SEMESTER

2.1 Marketing Management

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**

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 Desseler*

**2.3 Corporate Finance**

1. **Goals 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. 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, 2015, Kalyani Books.*

**2.5 Operations 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.

<p><b>2.6 Legal Aspects of Business</b></p> <ol style="list-style-type: none"> <li><b>Outlines: Industries Development and Regulation Act (IDRA),</b> Competition Act. Foreign exchange management act.(FEMA)</li> <li><b>Outlines: company Law,</b> 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.</li> <li><b>Outlines:</b> intellectual property rights, <b>Patents and Trademarks Act</b>, copy rights act, geographical appellation,</li> <li><b>Outlines:security Market Laws,</b>Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.</li> <li><b>Outlines:</b> consumer protection act and Information technology act.</li> </ol> <p><b>References:</b></p> <ul style="list-style-type: none"> <li>• <i>A Manual of Business Laws S.N. Maheshwari and S.K. Maheshwari</i></li> <li>• <i>Business Law for Management K.R. Bulchandani</i></li> <li>• <i>Business Environment: Texts and Cases Francis Cherunilam</i></li> <li>• <i>Business and Corporate Laws S.S. Gulshan and G.K. Kapoor</i></li> <li>• <i>Bare Acts of respective legislations.</i></li> </ul> <p><b>2.7 Management Information Systems</b></p> <ol style="list-style-type: none"> <li><b>Information Systems:</b> data vs Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts, telecommunications networks.</li> <li><b>Systems Development:</b> the concept of systems development life cycle (SDLC),Types of SDLC, Use of flow charts.</li> <li><b>Application Technologies:</b> ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.</li> <li><b>Web Publishing:</b> web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues</li> <li><b>Practicals on ERP</b> -. Functional modules in business.</li> </ol>
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<p><b>References:</b></p> <ul style="list-style-type: none"> <li>• <i>MIS Kennett G. Lauden and Jane P. Lauden</i></li> <li>• <i>MIS James A. O'Brien</i></li> <li>• <i>MIS-C.S.V.Murthy</i></li> <li>• <i>Computer Today S.K. Basudev</i></li> <li>• <i>ERP Concepts V.K. Garg</i></li> </ul> <p><b>2.8 Operations Research</b></p> <ol style="list-style-type: none"> <li><b>Linear programming:</b> Formulation, Graphical solutions Simplex method Big-M method, Duality and sensitivity analysis.</li> <li><b>Transportation and Assignment Problem:</b> Traveling salesmen problems, solving the sequencing problems.</li> <li><b>Queuing Models:</b> Deterministic and probabilistic models, Single server and multiple server models Infinite population.</li> <li><b>Network Analysis:</b> PERT &amp; CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games Two persons Zero-sum game.</li> <li><b>Decision Theory:</b> Decision making under risk and uncertainty, decision trees.</li> </ol> <p><b>References:</b></p> <ul style="list-style-type: none"> <li>↗ <i>Quantitative Techniques in Management N.D. Vohra</i></li> <li>↗ <i>Operations Research Wagner</i></li> <li>↗ <i>Operations Research HamdyTaha</i></li> <li>↗ <i>Theory and Problems of Operations Research Richard Brouer</i></li> <li>↗ <i>Mathematical Methods in Business Barnett and Sieger</i></li> <li>↗ <i>Operations Research S.D. Sharma</i></li> </ul> <p><b>2.9 Global Business Environment</b></p> <ol style="list-style-type: none"> <li>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</li> </ol>
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### 3.4 Elective MM 2: Sales and Logistics Management

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

### THIRD SEMESTER

### 3.1 Project 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

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 J Manimala*
- *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**

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*



## HUMAN RESOURCE MANAGEMENT

### 3.3 Elective HRM 1: Human Resource Development

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

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.

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

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 Corporate Finance**

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, Akerlof's 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**

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: Portfolio Management**

- 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

3.5 Elective IB 3: Export Import Procedures & Documentation

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

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, factfinding, 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. **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

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**

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**

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*
- *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*

<p>4. <b>Supplier &amp; Customer Strategies:</b> outsourcing vs. Integration, Purchasing Supply Management, Designing contracts &amp; pricing; Mass customized service, Timely service &amp; incentive mgt, Revenue management</p> <p>5. <b>Learning &amp; Growth Strategies:</b> global standardization/ automation, Employee competencies &amp; culture, Learning &amp; process improvement, competing through learning and innovations</p> <p><b>Reference:</b></p> <ul style="list-style-type: none"> <li>• <i>Operations Management, Stevenson J. William, 2007, 9th Edition, TMH.</i></li> <li>• <i>Operations Management strategy and analysis, Lee J. Krajewski and Larry P. Ritzman, 2007, 9th Edition, Pearson</i></li> <li>• <i>Operations Strategy by Slack and Lewis. Prentice Hall, 2003.</i></li> <li>• <i>Manufacturing Strategy by Hill. Irwin McGraw-Hill, 2000.</i></li> <li>• <i>Manufacturing Strategy: How to formulate and implement a winning plan by Miltenburg. Productivity Press, 1995.</i></li> <li>• <i>Restoring our competitive edge: competing through manufacturing by Hayes and Wheelwright. John Wiley &amp; Sons, 1984.</i></li> <li>• <i>Operations Strategy by David Garvin. Prentice Hall, 1992</i></li> </ul> <p><b>3.5 Elective R&amp;SCM-3: Services &amp; Retail Marketing</b></p> <p>1. <b>Service:</b> 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.</p> <p>2. <b>Service marketing Mix:</b> product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.</p> <p>3. <b>Strategies for Marketing:</b> 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.</p> <p>4. <b>Introduction to Retailing:</b> types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.</p> <p>5. <b>Merchandise Management:</b> sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.</p>	
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<p>4. <b>The Design Process and its Essentials:</b> 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.</p> <p>5. <b>Cross Life Cycle Activities and Skills:</b> project and process management techniques, fact finding and information gathering, feasibility and cost-benefit analysis, joint application development, interpersonal skills and communications.</p> <p><b>References:</b></p> <ul style="list-style-type: none"> <li>• <i>Jeffrey L. Whitten and Lonnie D. Bentley Systems Analysis and Design, Tata McGraw Hill</i></li> <li>• <i>Shelly, Gary b., Cashman, Thomas J and Rosenblatt, Harry J: Systems, Analysis and Design, Thomson</i></li> <li>• <i>Kendall and Kendall, Systems Analysis and Design, PHI</i></li> <li>• <i>Len Fertuck Systems Analysis and Design with Modern Methods B&amp;E Tech</i></li> <li>• <i>Satzinger, John W. Jackson, Robert B. Burd, Stephen D, Systems Analysis and Design in A changing world, Thomson</i></li> </ul> <p><b>3.4 Elective IS 2: Software Engineering Management</b></p> <p>1. <b>The Product and the Process:</b> an overview of system engineering, analysis concepts and principles, analysis modeling, design concepts and principles, design methods, design for real time systems.</p> <p>2. <b>Software Life Cycle Models:</b> software requirement, software design, configuration management.</p> <p>3. <b>Software Metrics:</b> software process and project metrics, technical metrics for software. Project planning and management: Project management concepts, project scheduling and tracking, software project planning.</p> <p>4. <b>Risk Management, Quality Assurance:</b> quality verification and valuation, testing.</p> <p>5. <b>Object Oriented Concepts:</b> formal Methods, Software reengineering and software tools.</p> <p><b>References:</b></p> <ul style="list-style-type: none"> <li>• <i>Roger S. Pressman: Software Engineering A Practitioner's Approach Tata McGraw Hill IV edition.</i></li> <li>• <i>Kieron Conway, Software Project Management: From concept to deployment, Wiley Dreamtech Press</i></li> <li>• <i>Sommerville, Ian: Software Engineering, Addison Wesley</i></li> <li>• <i>S.A. Kelkar, Software Project Management, PHI</i></li> <li>• <i>Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli Fundamentals of Software Engineering PHI</i></li> </ul>	
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**3.5 Elective IS 3: Database Management Techniques**

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**

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 Benchmarking, 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.*
- *Altekar, 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.*
- *Ronaql 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.*
- *Metzer, 2005, "Supply Chain Management", Response.*

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

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.

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**

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.

**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**

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**

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**

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,

<p><b>4.5 Elective FM 7: Corporate Taxation</b></p> <ol style="list-style-type: none"> <li><b>1. Outlines of Income Tax Act, 1961:</b> basic Concepts and definitions, Incidence of Tax, Heads of Income, Exemptions and deductions.</li> <li><b>2. Computation of Business Income:</b> definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.</li> <li><b>3. Computation of Capital Gains:</b> capital Asset, Transfer, Short Term and Long Term Capital Gain, Cost Inflation Index, Exemptions.</li> <li><b>4. Set off and Carry Forward:</b> business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.</li> <li><b>5. Tax Implications in Business</b> amalgamation and Restructuring</li> </ol> <p><b>References for Elective FM 1 to 7:</b></p> <ul style="list-style-type: none"> <li>• <i>Financial Management and Policy</i> Van Horne</li> <li>• <i>Corporate Finance</i> Brealy Myers: Ross, westfield, jaffe.</li> <li>• <i>Investments</i> William Sharpe and others; Bowdie and others</li> <li>• <i>Investment Management</i> Prasanna Chandra</li> <li>• <i>Investments</i> Schaum Series: Francis and Taylor</li> <li>• <i>Financial Management</i> Brigham and Erhardt</li> <li>• <i>Corporate Finance</i> Brigham and Erhardt</li> <li>• <i>Managerial Finance</i> Weston and Copeland</li> <li>• <i>Advanced Corporate Finance</i> Ogden, Jen and O'Connor</li> <li>• <i>Income Tax Act of 1961</i></li> <li>• <i>Income Tax Act</i> Malhotra; Taxman Publication; Ravikishore</li> <li>• <i>Portfolio Construction, Management and Protection</i> by Robert A Strong</li> <li>• <i>Derivatives</i> by Dubofsky</li> <li>• <i>Futures, Options and other</i> Derivatives by John C Hull</li> <li>• <i>Futures and Options</i> by Vohra and Bagri</li> <li>• <i>Financial Derivatives</i> by N.R. Parasuraman.</li> <li>• <i>The Revolution in Corporate Finance</i> by ed by Stern</li> <li>• <i>Modern Investment Theory</i> by Robert A Haugen</li> <li>• <i>The handbook of commodity investment</i> - Fabozzi &amp; others</li> <li>• <i>Modern Portfolio Management</i> - Leibowitz &amp; Others</li> </ul>	
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<ol style="list-style-type: none"> <li><b>5. Marketing of Services:</b> health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.</li> </ol> <p><b>References:</b></p> <ul style="list-style-type: none"> <li>• <i>Services Marketing Integrated Customer Focus Across The Firm</i> Valarie A. Zeithaml and M. J. Bitner</li> <li>• <i>Services Marketing People, Technology and Strategy</i> Lovelock</li> <li>• <i>Services Marketing</i> Ravishankar</li> <li>• <i>Marketing of Services</i> Jha</li> <li>• <i>Marketing of Services</i> G.S. Bhatia</li> <li>• <i>Marketing of Services</i> Sahu and Sinha</li> </ul>	
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#### 4.5 Elective MM 7: International Marketing

- 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

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 newInsolvency 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

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, Heading using futures contracts, Heading 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 .Opton Greeks.
5. **Commodity derivatives:** Commodity futures and options, outlines of SEBI guidelines, working of NCDX,MCX.

### 4.4 Elective FM6: International Financial Management

1. Roleof 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.

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 SheldaDebowski John Wiley India edition*
- *Knowledge Management Elias M.Awad& Hassan M.Ghaziri Pearson Education.*
- *Knowledge Management CarlDavidson & Philip Voss Vision Books*

**INTERNATIONAL BUSINESS**

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

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

**HUMAN RESOURCE MANAGEMENT**

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

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 & hoe to evaluate, measures of evaluation, Internal equity, external equity, and Individual equity.
5. **Employee Separation:** reduction inforce, 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 Respource Management. Palgrave Mcmillan*
- *Strategic HRM Michael Armstrong, Kogan page, London*
- *Strategic HRM Agarwal, Oxford University Press, New Delhi.*
- *Strategic Management Gregory Dess and Allex Miller.*
- *Strategy Driven Talent Management EdtdSilzerDovell*

4.3 Elective HRM 5: Labour Legislations

- 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

- 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 ArunMonnappa*
- *Industrial Relation TV Rao*

4.5 Elective HRM 7: Knowledge Management

- 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.

## INFORMATION SYSTEMS

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

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*

#### ***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**

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, Obstfeld and Marc Melitz
- *International Trade Policy A contemporary analysis* Nigel Golmwaide
- *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



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

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

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



**RETAIL & SUPPLY CHAIN MANAGEMENT**

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

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. 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**

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.

**4.3 Elective IS 5: Electronic 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-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 IS6: IPR and Cyber laws**

- 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**

- 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/Dream weaver/Front page and e-Commerce

**References:**

- *Creating a winning e-business, I 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*
- *Multimedia Systems Design, Prabhat K. Andleigh and Kiran Thakrar.*

**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**

**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**

**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, AtulParivartiyar&Shainesh, 2005, Customer Relationship Management, TMH.

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

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 HamdyTaha
- Theory and Problems of Operations Research Richard Brouer
- Mathematical Methods in Business Barnett and Sieger
- Operations Research S.D. Sharma

**(COVER TITLE PAGE & INNER TITLE PAGE  
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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**

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 noted that report-write-up forms the important component in the overall evaluation of the project.

