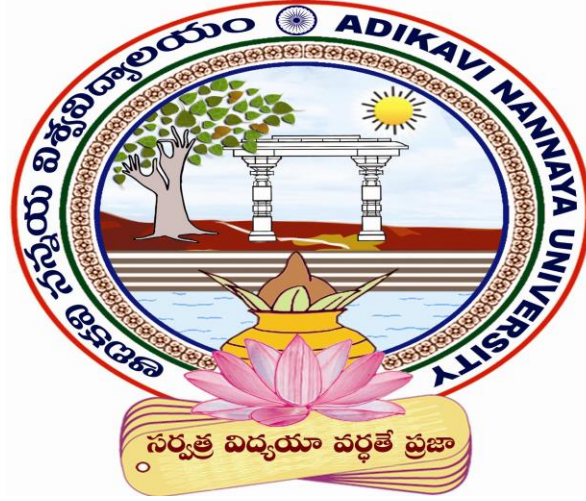


ADIKAVI NANNAYA UNIVERSITY
Rajamahendravaram- 533296



Department of Management Studies

MBA., Syllabus
(With effect from 2016 – 2017)

Adikavi Nannaya University
Rajahmundry
Department of Management Studies
MBA, Syllabus
(With effect from 2016 – 2017)

MBA- COURSE STRUCTURE								
				Intrl	Extrl	Total	Hrs/ Week	Credits
SEMESTER-I								
1	CP	101	Perspectives of Management	25	75	100	4	4
2	CP	102	Accounting for Management	25	75	100	4	4
3	CP	103	Business Environment	25	75	100	4	4
4	CP	104	Managerial Economics	25	75	100	4	4
5	CP	105	Managerial Communication Skills	25	75	100	4	4
6	CP	106	Organisational Behaviour	25	75	100	4	4
7	CP	107	Quantitative Techniques for Management	25	75	100	4	4
SEMESTER-II								
1	CP	201	Marketing Management	25	75	100	4	4
2	CP	202	Financial Management	25	75	100	4	4
3	CP	203	Human Resource Management	25	75	100	4	4
4	CP	204	Operations Management	25	75	100	4	4
5	CP	205	Operations Research	25	75	100	4	4
6	CP	206	Computer Applications in Management	25	75	100	4	4
7	CP	207	Research Methodology for Management	25	75	100	4	4
SEMESTER-III								
1	CP	301	Entrepreneurship	25	75	100	4	4
2	CP	302	VUCA management	25	75	100	4	4
3	CP	303	Corporate Legal Framework	25	75	100	4	4
4	E-I/1	304	Paper-1 from First Elective	25	75	100	4	4
5	E-I/2	305	Paper-2 from First Elective	25	75	100	4	4
6	E-2/1	304	Paper-1 from Second Elective	25	75	100	4	4
7	E-2/2	305	Paper-2 from Second Elective	25	75	100	4	4
SEMEST -IV								
1	CP	401	Strategic management	25	75	100	4	4
2	E-I/3	402	Paper-3 from First Elective	25	75	100	4	4
3	E-I/4	403	Paper-4 from First Elective	25	75	100	4	4
4	E-I/5	404	Paper-5 from First Elective	25	75	100	4	4
5	E-2/3	402	Paper-3 from Second Elective	25	75	100	4	4
6	E-2/4	403	Paper-4 from Second Elective	25	75	100	4	4
7	E-2/5	404	Paper-5 from Second Elective	25	75	100	4	4
			Project Report			100		6
			Comprehensive Viva Voce			100		4
			GRAND TOTAL			3000		

MBA- ELECTIVE PAPERS (DUAL SPECIALISATION)

SEMESTER-III			
	GROUP-A		FINANCIAL MANAGEMENT
	FM	304	Financial Markets & Services
	FM	305	Security Analysis & Portfolio Management
	GROUP-B		MARKETING MANAGEMENT
	MM	304	Consumer Behaviour & Customer Relationship Management
	MM	305	Services Marketing
	GROUP-C		HUMAN RESOURCE MANAGEMENT
	HRM	304	Industrial Relations
	HRM	305	Compensation & Welfare Management
SEMESTER-IV			
	GROUP-A		FINANCIAL MANAGEMENT
	FM	402	Financial Derivatives
	FM	403	Behavioral finance
	FM	404	International Financial Management
	GROUP-B		MARKETING MANAGEMENT
	MM	402	Sales & Distribution Management
	MM	403	Advertising and Brand Management
	MM	404	Retail Marketing Management
	GROUP-C		HUMAN RESOURCE MANAGEMENT
	HRM	402	Performance Management & Counseling
	HRM	403	Strategic Human Resources Management
	HRM	404	International Human Resources Management

**(MBA) DEGREE EXAMINATION
(With effect from 2016 – 2017)**

MBA SEMESTER I

CP 101: PERSPECTIVES OF MANAGEMENT

Objective: to familiarize the students with the theory and practice of management .

Unit I: Management – Evolution of Management Thought -Principles of Management – Functions of Management - Social Responsibility of Management.

Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning-Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.

Unit III: Organization – Principles of Organization – Formal and informal Organization – types of Organization Structure – Line and Staff Relations – Delegation – Decentralization –Span of Control.

Unit – IV: Directing- Leadership Theories and Styles –Motivation –Theories: Maslow’s Theory and Herzberg’s Theory.

Unit- V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Louis A Allen, Management & Organisation, McGrawHill,New York
2. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
4. Heinz Weihrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage,New Delhi
7. Prem Vrat,KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
9. Earnest Dale, Great Organisers, McGraw Hill
10. Peter F Drucker, The Practice of Management, McGraw Hill

CP 102: ACCOUNTING FOR MANAGEMENT

Objective: to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Unit-I : Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account in Modern Organization

Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)

Unit- III: Elements of Cost – Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost – Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Unit- V: Budgeting – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
9. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
10. Porwal, LS, Accounting Theory, TMH, New Delhi

CP 103: BUSINESS ENVIRONMENT

Objective: to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.

Unit-I Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges.

Unit-II: Structure of Indian Economy ; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors - Industrial Policy of the Government - Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy - Subsequent policy Statements

Unit-III Indian Companies - Competitiveness, Changes and Challenges, Sustainable Development, Social Responsibilities, Ethics in Business- Competition Act 2002 - Emerging Trend in Indian Business Environment.

Unit – IV: International Trade Theories, Balance of Payments – Concepts, Disequilibrium in BOP: Methods of Correction - Trade Barriers and Trade Strategy - Free Trade vs. Protection - World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

Unit – V: International business environment: Globalisation: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Methods, International Trading Blocks – Their Objectives; WTO Origin, Objectives, Organization Structure and Functioning – WTO and India.

(Case Study is compulsory in all Units)

Suggested Books:

1. Chidambaram, Indian Business Environment, Vikas, New Delhi
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
4. Pandey G.N., Environmental Management, Vikas Publishing House.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.
6. Ghosh PK., Business Environment, Sultan Chand & Sons, New Delhi
7. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India
8. Saleem, Business Environment, Pearson, New Delhi.
9. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications

CP 104: MANAGERIAL ECONOMICS

Objective: to enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm-Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis : Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function - Cost concepts and Cost Oriented Pricing Methods.

Unit-IV Market Analysis: Price and Output Determination under Perfect Competition, monopoly, monopolistic competition, oligopoly.

Unit – V: Introduction to Economic Optimization techniques- constrained and unconstrained techniques, National Income concepts, inflation – types and causes of inflation – measures to control inflation. Phases of business cycles.

(Case Study is compulsory in all Units)

Suggested Books:

1. Dean, Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH, ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Cases, S.Chand & Co
6. Mittal A., . Managerial Economics, Text and Cases, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

105: MANAGERIAL COMMUNICATION SKILLS

Objective: to equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication kills – Understanding Cultural Effects of Communication.

Unit – II: Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication

Unit-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

CP 106 ORGANISATIONAL BEHAVIOUR

(The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit – II: Motivation-Theories, Group dynamics – Leaderships styles..

Unit –III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit – V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness..

(Case Studies are Compulsory)

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organizational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall

CP 107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Concept – Nature, Scope and importance of quantitative techniques – Applications of quantitative techniques in business decision making.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management
7. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai

II SEMESTER

201: MARKETING MANAGEMENT

Objective: to develop an understanding of the concepts, issues and strategies in marketing and its management.

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit – III: Development of Marketing Offerings Strategy – New Product Development– Product line and Decisions–Product-mix–Product Differentiation – Product Life Cycle Management - Brand Management - Packaging.

Unit – IV: Pricing Strategies and Programs; Setting the Price – Adapting the Price – Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit – V : Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations and Public Relations : Competitive Marketing Strategies- Emerging Trends in Marketing: Networking Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing-Direct Marketing etc.

(Case Study is compulsory in all Units)

Suggested Books

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R. Evans & Barry Berman : Marketing, Wiley India, New Delhi.

202: FINANCIAL MANAGEMENT

Objective: to equip the students with basic principles of Financial Management and Techniques.

Unit- I: Nature , Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager – Funds Flow Analysis – Cash Flow Analysis.- Ratio Analysis.

Unit-II: Financing Decision: Financial Leverage – EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure Theories of Capital Structure.

Unit – III: Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.

Unit – V: Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Brealey,Myers,Allen and Mohanty, Principles of Fin Management, TataMcGrawhill,ND
2. Pandey IM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
5. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press,Illinois
7. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation,TMH,New Delhi

203: HUMAN RESOURCE MANAGEMENT

Objective: to equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment

Unit-I: Introduction: Definition and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM.

Unit –II: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques .

Unit –III: Training and Development – Need, Process, Methods and Techniques, Evaluation, Management Development; Evaluating Employee Performance; Career Development and Counselling.

Unit – IV: Compensation – Concepts and Principles; Influencing Factors; Current Trends in Compensation – Methods of Payment – Incentives and Rewards.

Unit –V: Managing Industrial Relations – Trade Unions – Employee Participation Schemes – Collective Bargaining – Marketing Knowledge Workers.
(Case Study is compulsory in all Units)

Suggested Books:

1. Venkata Raman C.S., and Srivastava BK Personnel / Human Resource Management, TMH,ND
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K.Singh / Human Resource Management, Excel Publications.
6. Jyothi - / Human Resource Management, Pearso Education, New Delhi.
7. Biswajeet Pattanayak / Human Resource Management, Prentic hell of India New Delhi.
8. P.S Rao , Essentials of Human Resource Managemen & IR, Himaliya ,Mumbai
9. Dwivedi &Agarwal, Human Resource Management, Vikas, ND
10. R.Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson

204: OPERATIONS MANAGEMENT

Objective: to acquaint the students with decision making process and various aspects of Production Management.

Unit –I : Introduction : Nature and Scope of Production and Operation Management- Historical Evolution – Types of Manufacturing Systems – Differences Between Manufacturing and Service Operations Role of Production and Operation Manager.

Unit-II: Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.

Unit-III: Plant Location: Facility Location and Layout Planning –Types of Layouts – Material Handling Equipments – Material Handling Principles – Models Used in Lay Out Designs.

Unit- IV: Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

Unit –V: Material Management –Cost Associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In – Time Production Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle – Zero Defects Programmes – ISO 9000 – Application of Computer in Production and Operations.

(Case Study is compulsory in all Units)

Suggested Books:

1. Gaither & Frazier, Operations Management, Cengage, New Delhi
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Kanishka Bedi, Production & Operation Management, University Press.
5. Upendra Kachru: Operation Management, Excel Publications.
6. Adam, E.E& Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall
7. Chary , S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai

205 : OPERATIONS RESEARCH

Objective: To make the students familiar with operations research tools in the business decision making.

UNIT-I : Introduction – Define Operations Research – Significance of OR -Nature of OR – Characteristics OR -Scope of OR in Management – Types of Models in OR – Methodology of OR - Linear Programming - Definition – Assumptions in LP Models – Applications of LP – Limitations of LP models – Graphical Method – Canonical and Standard Forms of LPP – Simplex Method – Big-M Method – Two Phase Simplex Method – Duality – Dual Simplex Method.

UNIT-II : Transportation Models – Northwest Corner Method – Least Cost Method – Vogel’s Approximation Method – Test for Optimality using MODI method – Assignment Models – Hungarian Methods-Minimisation – Maximisation –Travelling Salesman Problem.

UNIT-III : Game Theory – Game – Value of the Game –Saddle Point – Two Person Zero Sum Game – Pure Strategy – Mixed Strategy – Rule of Dominance – Graphical Methods – $2 \times n$ – $m \times 2$ – Method of Matrices approach – Method of LPP – Simulation – Event Type Simulation - Queing Problem – Job Sequencing Problem.

UNIT-IV : Decision Theory - Types of Decision Making Environments – Maximax Criterion – Wald Criterion –Savage Criterion – Hurwicz Criterion – Baye’s Criterion –Expected Monetary Value Criterion – Expected Opportunity Loss Criterion –Expected Value of Perfect Information –Decision Tree Analysis(including problems) - Queing Theory- M/M/1 , M/M/c Models only.

UNIT-V : Dynamic Programming – Capital Budgeting Problem – Product Allocation Problem – Shortest Path Problem – Assignment Problem – Network Analysis – Critical Path Method – Project Evaluation and Review Technique – Crashing.

(Case Studies are compulsory in all Units)

TEXT BOOKS:

1. B.S. GOEL, S.K. MITTAL, OPERATIONS RESEARCH, PRAGATI PRAKASHAN PUBLISHERS, MEERUT.
2. PREM KUMAR GUPTA, DR.D.S HIRA,AARTI KAMBOJ, INTRODUCTION TO OPERATIONS RESEARCH, S.CHAND PUBLICATIONS,NEW DELHI.
3. V.K.KAPOOR, OPERATIONS RESEARCH TECHNIQUES FOR MANAGEMENT, SULTAN CHAND&SONS
4. KALAVATHY.S, OPERATIONS RESEARCH, VIKAS PUBLISHERS HOUSE PVT LTD

REFERENCES:

1. ANAND SHARMA, OPERATIONS RESEARCH, HIMALAYA PUBLISHING HOUSE PVT LTD
2. WINSTON, OPERATIONS RESEARCH,CENGAGE,ND
3. J K SHARMA, OPERATIONS RESEARCH – THEORY AND APPLICATIONS, MAC MILLAN PUBLISHERS.

CP – 206: COMPUTER APPLICATIONS IN MANAGEMENT

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

Unit-I: Introduction to Computer Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices

Unit-II Software Concepts: Types of software – Software: its nature and qualities — Windows Operating System Functions -

Unit-III: MS Office- Applications of MS Word in Business Correspondence: letters, tables, mail merge, labels

Applications of MS Excel: Graphs and Charts – Calculation of various financial functions - Ms Access: Tables and Queries

Unit-IV: MS Power Point: Introduction – Toolbar, their Icons and Commands – Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard.

Unit-V: Computer Networks: Overview of a Network – Communication processors – Communications Media – Types of Network – Network Topologies- Network protocols – Network Architecture.

Exercises in the above areas is a must

Suggested Books:

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

CP - 207: RESEARCH METHODOLOGY FOR MANAGEMENT

Objective: To equip the students with the basic understanding of research methodology and to provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit – I: Meaning and Importance of Research – Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

Unit – II: Research Design – Exploratory Research – Descriptive Research – Casual Research – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non-Probability Sampling – Convenience Sampling – Judgement Sampling – Quota Sampling.

Unit – III: Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Unit – IV: Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

Unit – V: Non Parametric Tests – Kolmogorov – Smirnov Test – Runs Test for Randomness – Sign Test – Median Test – Multivariate Analysis – Multiple Regression Analysis – Concepts and Application of Discriminate Analysis and Factor Analysis.

Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND
2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8th Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made sample, do it yourself on PC, Prentice Hall.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai

III SEMESTER

CP 301: ENTREPRENEURSHIP

Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business management, so as to prepare them to establish and a new enterprise and effectively manage the same.

Unit – I: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit – II: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme.

Unit – III: Training: Designing Appropriate Training Programme to Inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

Unit – IV: Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit – V: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

(Case Studies are Compulsory)

Suggested Books:

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
6. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
7. Jain, Hand Book of Entrepreneurs, Oxford University Press.
8. Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House.

CP 302 VUCA Management

UNIT I: Introduction to Volatility, Uncertainty, Complexity, Ambiguity (VUCA) – Significance – Challenges in Business - digitalization, globalization, and social inclusion.

UNIT II: Sensitive Analysis – Capital Expenditure decisions under risk & Uncertainty – Introduction to Financial Derivatives – Turnaround Strategies (theory only).

UNIT III: Merger Strategies, Acquisitions/Takeovers, Joint Ventures, Strategic Alliances (theory only) restructuring - challenge of business sustainability.

UNIT IV: Crisis Management – Types, Strategies, Talent Management- triple bottom line approach. (People – social bottom line; Planet – ecological bottom line, Profit – economic bottom line).

UNIT V: Issues of VUCA in Product Management – Pricing, Promotion – Distribution, Strategic Leadership – Developing core competencies.

Books:

1. The VUCA Company, Suhayl Abidi, Manoj Joshi, JAICO Publishing company, Jaipur
2. Strategic Planning, Formulation of Corporate Strategy – V S Ramaswamy & S Namakumari, Macmillan India Ltd,
3. Financial Management – I.M.Pandey, Vikas Publications.
4. Financial Management – Khan & Jain - Tata Mc Graw Hill.
5. Business Policy & Strategic Management – Azar Kazmi –Tata Mc Graw Hill.
6. Strategic Management – Francis Cherunilam – Himalaya Publishing House.
7. Strategic Management – P.Subba Rao, Himalaya Publishing House.
8. Crisis Management, Plannin for the inevitable, Steven Fink, Iuniverse Publication.
9. Crisis Management – Jonathan Bernstein, Tata Mc Graw Hill.
10. Managing Talent – Marion Devine & Michel Syrett, The Economist Publication.
11. Strategic Talent Development – Janice Caplan.

CP 303: CORPORATE LEGAL FRAMEWORK

Objective: to assist the students in understanding Corporate laws affecting the operations of a business enterprise.

- UNIT-- I:** Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essential of a valid contract—Performance of a contract-- Discharge of contract—Remedies for breach of contract.
- UNIT-II:** The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—Transfer of property-- Performance of a contract of sale—Unpaid seller.
- UNIT-III:** The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations partners to third parties—Dissolution.
- UNIT-IV:** The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery for redressal of Grievances—Remedies available to injured consumers
- UNIT-V:** The Companies Act, 2013: Nature and Registration—Kinds of Companies— Memorandum of Association—Article of Association—Kinds of Shares—Powers and duties of Directors—winding up.

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SUGGESTED BOOKS:

- ** N.D.Kapoor—Commercial Law—Sultan chand publishers, New Delhi.
- ** S N Maheswaru & Suneed Maheswari—Commercial Laws—Mayoor . Paper Backs—NOIDA
- ** Tulisian P.C.—Business Laws—Tata Mc Graswhill Publishing house— . New Delhi
- ** Kucchal—Business Law—Vikas Publishing House, New Delhi.
- ** Avatar Singh—Mercantile Law--EBC—New Delhi.

SEMESTER – IV
401: STRATEGIC MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Business Policy and the Process of the Strategic Management

Unit-1: Overview of Strategic Management of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Business Ethics and Strategic Management.

Unit-II: Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Diversification strategies- Michael Porter Generic Strategies

Unit-III: Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis –Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice.

Unit-IV: Strategic Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

Unit – V: Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control.

(Case Study is compulsory in all Units)

Suggested Books

1. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey , Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai

SPECIALIZATION PAPERS

FINANCIAL MANAGEMENT

FM 304: FINANCIAL MARKETS AND SERVICES

Objective: to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services

UNIT – I : Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II : Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – III : Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

UNIT – IV : Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT – V : **Microfinance:** Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro-Securitization. Microfinance models: Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions. Poverty and Need of Microfinance. Gender issues in Microfinance

(Case Studies are Compulsory)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
5. Edminister R.D., Financial Institution, Markets and Management:6.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, Oxford Press.
10. Madura, Financial Markets & Institutions, Cengage, ND

FM 305: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management

Unit-1: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Unit-III: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit-IV: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund.

(Case Studies are Compulsory)

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

FM 402: FINANCIAL DERIVATIVES

Objective: to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets

Unit – I : Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit – II : Features of Futures – Differences Between Forwards and Futures – Financial Futures – Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value At Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit – III : Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

Unit – IV : Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. (Case Studies are Compulsory)

Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & www.Sebi.com

FM 403: BEHAVIORAL FINANCE

UNIT – 1

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law -Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting

UNIT – 2

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decisionmaking in historical prospective - Allais and Elsborg's Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.

UNIT – 3

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

UNIT – 4

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decisionmaking.External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

UNIT – 5

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risktaking. Personality traits and risk attitudes in different domains.

Reference Books

- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- Understanding Behavioral Finance by Ackert— The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
- What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill

- Handbook of Behavioral Finance – Brian R. Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
- Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
- Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient Markets, Oxford University Press.
- Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
- Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
- Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
- Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.
- Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
- Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill.

FM 404: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I : International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II : Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

Unit III : Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV : Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V : International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

Suggested Books:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGraw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

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MARKETING MANAGEMENT (SPECIALIZATION PAPERS)

MM 304 – CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Consumer Behaviour and CRM

Unit-I : Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

Unit – II : Perception – Nature – Perception and Marketing Strategy, Motivation – Motivation Theories and Marketing Strategy – Personality.

Unit – III : Attitude Measurement and Change – Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour – Family, Reference groups, Cross Cultural Variations in Consumer Behaviour.

Unit – IV : Consumer Decision Process – Problem Recognition – Information Search – Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer Behaviour – Diffusion of Innovation.

Unit – V : Customer Relationship Management : Facets and Elements of CRF – CRM Process – Importance of CRM – Planning and Managing CRM Programme – Concept of Customer Loyalty – Customer Value Assessment – Customer Retention Strategies – CRM in services.

(Case Study is compulsory in all Units)

Suggested Books:

1. Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.
2. Lindquist & Sirgy, Consumer Behaviour, Cengage, New Delhi
3. N Gautam & K Jain, Consumer Behaviour, Wisdom, Delhi
4. Kazmi : Consumer Behaviour, Excel Publishers.
5. H.Peer Mohammed: Customer Relationship Management, Vikas, ND
6. Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.
7. Mukesh Chaturvedi and Abhivan Chaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.
8. Deon – Buyer Behaviour, Oxford University Press.
9. Henry Assael: Consumer Behaviour, Willey India, New Delhi.

MM 305: SERVICES MARKETING

Objective: to enlighten the students with the Concepts and Practical applications of Services Marketing.

Unit – I: Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Services Strategy.

Unit – II: Consumer Behaviour in Services; Market Segmentation and Services Positioning; Service Demand Management Designing and Managing Service Product.

Unit – III: Service quality Management: Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence, Pricing of Services – Pricing Strategies Linked to Value Perceptions.

Unit – IV: Service Distribution – Managing Physical Evidence – Internal Marketing.

Unit – V: External Marketing: Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies.

(Case Studies are Compulsory)

Suggested Books:

1. K.Rama Mohana Rao: Services Marketing, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.
3. Apte – Services Marketing, Oxford University Press.
4. Bhattacharya: Servies Marketing, Excel Publishers.
5. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
6. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.
7. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow & David L.Kurtz, Servies Marketing, Wiley India, New Delhi.
9. S.L.Gupta, Marketing of Services, Wisdom Publication.

MM 402: SALES AND DISTRIBUTION MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Unit I: Modern Trends in Sales Management – Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations.

Unit II : Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – time and Territory Management – Sales Quotas.

Unit III : Recruitment – Selection and Training of Salesmen – Salesmen’s Compensation Plans – Evaluation of Salesmen’s Performance – Sales Control Research.

Unit IV: Marketing Channels – Structure and Functions – Channel Design – Selecting Channel Members – Motivating Channel Members.

Unit V: Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Supply Chain Management – Managing Logistics.

(Case Studies are Compulsory)

Suggested Books:

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication
3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi
5. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
7. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
8. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
9. Panda – Sales & Distribution Management, Oxford University Press.
10. Matin Khan: Sales and Distribution Management, Excel Publishers.

MM – 403: ADVERTISING AND BRAND MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of advertising and brand management.

Unit I: Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit II : Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

Unit III: Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.

Unit IV: Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs – Law and Regulations.

Unit V: Brand Management: Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.

(Case Studies are Compulsory)

Suggested Books:

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson,ND
2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND
3. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill.
4. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.
5. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
6. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya
7. George E.Belch and Michael A.Belch – Advertising and Promotion and Integrated Marketing Communication Perspective – Tata McGraw Hill.
8. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.
9. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd. 2006.

MM 404: RETAIL MANAGEMENT

Objective: to enlighten the students with the Concepts and Strategies of Retailing

UNIT-I

Concept of retailing – retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing Global retailing

UNIT -II

Retail strategy: market strategy – retail formats and target market selection – building sustainable competitive advantage – growth strategies – strategic retail planning process-retail life cycle.

UNIT-III

Retail location – types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives- retail service quality.

UNIT-IV

Store layout and design, store operations and inventory management merchandise planning and control, buying merchandise – developing assortment plan.

UNIT -V

Retail pricing strategy, category management, customer services – retail branding- promotional strategies – advertising, sales promotion, store atmosphere.

REFERENCES

1. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:”**The Art of Retailing**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, “**Retail Management-A Strategic Approach**”, Pearson Education, New Delhi, 2011.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”**Retail Management**”, Oxford University Press, New Delhi, 2012.
7. Gibson G Vedamani, “**Retail Management**”, Jaico Publishing House, New Delhi.

8. Dunne: “**Introduction to Retailing**”, Cengage Learning, New Delhi, 2013 (Case Studies are Compulsory)

Suggested Books:

1. Wareen J.Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.
3. Gillispe, International Marketing, Cengage, ND
4. Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi.
5. Vasudeva: International Marketing, Excel Publications.
6. Dana-Nicoleta Lascu, International Marketing, Wiley India, New Delhi.
7. Varshney R.L. & Bhattacharya : International Marketing Management
8. Subhash C.Jain : International Marketing Management
9. Saravanaueel. P : International Marketing.

HUMAN RESOURCE MANAGEMENT (SPECIALIZATION PAPERS)

HRM 304: INDUSTRIAL RELATIONS

Objective: to enlighten the students with the Concepts and Practical applications of Industrial Relations.

Unit – I: Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

Unit—II : Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation

Unit – III: Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline.

Unit-IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline.

Unit – V: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

(Case Studies are Compulsory)

Suggested Books:

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

HRM 305: COMPENSATION AND WELFARE MANAGEMENT

Objective: to enlighten the students with the Concepts and Strategies of Compensation and Welfare Management.

Unit – I : Employee Compensation – Factors Influencing Compensation Plan and Policies – Principles of Wage and Salary Administration – Wage as a Motivator – Methods of Wage Fixation – Factors Influencing Wage and Salary Determination.

Unit – II: Job Evaluation – Methods – Performance and Reward Systems – Methods of Wage Payment – Incentive Plans – Wage Differentials – Minimum Wages Act, 1948.

Unit – III : Employee Welfare – Concept, Scope and Significance – Welfare Policy and Five Year Plans – Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies.

Unit – IV: Employee Welfare Programmes – Statutory and Non-Statutory – Intra Moral, Extra Moral – Social Security – Social Assistance and Social Insurance.

Unit – V: Labour Welfare Administration – Plant Level, State and Central Levels – Labour Welfare Officer – Role, Status and Functions.

(Case Studies are Compulsory)

Suggested Books:

1. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
2. Thomson, R and Mabey, C. Developing Human Resources, Oxford, Butterworth Heinemann.
3. Hendorson, Richard I. Compensation Management: Rewording Performance, Englewood Cliffs, Prentice Hall of India.
4. Michael Aqrmstrong, Employee Reward, Universities Press (India) Ltd.

HRM 402: PERFORMANCE MANAGEMENT AND COUNSELLING

Objective: to enlighten the students with the Concepts and strategies of Performance Management and Counselling

Unit – I: Introduction: Definition and Dimensions of Performance Management; Clarity of Roles and Functions; Performance Targets;

Unit – II: Performance Analysis; Objectives, Factors Influencing Performance Analysis; Methods of Appraisal Systems.

Unit – III: Performance Review Counselling (PRC); Objectives; Process; Conditions for Effective PRC.

Unit – IV: HRM and Performance Management – Need Identification for Training and Development; Rewards and Recognition; Team Performance.

Unit – V: Performance Management Practices; 360-Degree Appraisal; Assessment Centre; Potential Appraisal.

(Case Studies are Compulsory)

Suggested Books:

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books.
2. G.K.Suri: Performance Measurement and Management, Excel Publications.
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. Cynthis D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, “Human Resource Management”, Biztantra, New Delhi.
5. D.K.Srivastava: Strategies for Performance Management, Excel Publications.
6. R.K. Sahu: Performance Management System, Excel Publications.
7. Chadha-Performance Management, MacMillan.
8. Kanishka Bedi – Quality Management, Oxord.

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403: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: to enlighten the students with the Concepts and systems of Strategic Human Resource Management.

Unit-I : The Human Resource Environment – Technology and Organization Structure – Management of Diversity – HR Outsourcing – Global Competition – Global Sourcing of Labour.

Unit – II : Strategic Perspective of HRM – HR for Competitive Advantage – Business Strategy and HR Strategy – HR and Business Policy Linkages – Organizational Performance.

Unit – III : Strategic Responses of Organizations – Strategic Role of HR Planning – Selection of Employees – Career Paths for Technical Professionals – Strategically Oriented Performance Measurement Systems.

Unit – IV: Compensation Systems –Strategic Requirements – High Performance Practices Rewarding Individual and Team Contribution and Organization Performance.

Unit – V: Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.

(Case Studies are Compulsory)

Suggested Books:

1. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
2. Nadler – competing by Design, Oxford University Press.
3. Mello, Strategic HR Management, Cengage, ND
4. Ramaswamy – Managing Human Resources – A Contemporary, Oxford University Press.
5. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
6. Srinivas R.Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
7. Freed R.David, Strategic Management, Prentice Hall of India.
8. Kandula Srinivas, Strategic Human Resource Development, Prentice Hall of India.
9. Agarwal – Strategic Human Resource Management, Oxford Press.
10. Prasad – Strategic Human Resource Management. MacMillan.

HRM 404: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: to enlighten the students with the Concepts and strategies of International Human Resource Management.

Unit – I : Introduction to International HRM – Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level.

Unit – II: Cross Cultural Theories – International Recruitment and Selection Process, Culture and Values.

Unit – III: Expatriate Training – Developing Global Managers – Negotiations.

Unit – IV: Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation.

Unit – V: Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

(Case Studies are Compulsory)

Suggested Books:

1. Anne-Wil Harzing & Joris Van Ruyssveldt (eds.), International Human Resource Management – Sage Publications, New Delhi.
2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
4. Peter J.Dowling: International Human Resource Management, Excel Publications.
5. Tayeb – International HRM, Oxford University Press
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
7. PS Rao, International HRM, Himalaya, Mumbai
8. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

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