

DEPARTMENT OF BUSINESS MANAGEMENT

TELANGANA UNIVERSITY

DICHPALLY, NIZAMABAD 503 322

ANDHRA PRADESH

SYLLABUS

(w.e.f. Academic Year 2011-12)



DEPARTMENT OF BUSINESS MANAGEMENT

TELANGANA UNIVERSITY

NIZAMABAD-503322

ANDHRA PRADESH

JULY, 2012

RULES AND REGULATIONS OF M.B.A. PROGRAMME – 2011

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

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

1. ELIGIBILITY CONDITIONS

1.1 M.B.A.

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

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

2. Instruction Schedule:

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

Duration of instruction: 14 – 16 Weeks

Preparation Holidays: 7-10 Days

3. Rules of Attendance:

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

4. Promotion Rules

A student will be promoted subject to the following rules:

4.1 I Semester to II Semester:

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

4.2 II Semester to III Semester

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

4.3 III Semester to IV Semester:

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

Cancellation of Admission

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

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

Or

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

Or

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

5. Project Work:

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Day Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters for Day Programme. The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner. The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

6. Award of Grades For Project Report and Viva Voce:

Project Report and Viva Voce will be evaluated and awarded grades as per the following percentages of Marks obtained.

Grade A - 70% and above Marks

Grade B - 60% and above but below 70% Marks.

Grade C - 50% and above but below 60% Marks.

Grade D - 40% and above but below 50% Marks.

Grade E (Fail) - Below 40% Marks (Fail)

7. Instructional Work Load For Theory, Practical Courses and ‘Mentoring & Project Work’:

Each of the Theory Courses of the MBA Programme shall have instructional workload of 4 periods of 60 Minutes duration per week in addition to mentoring and project work. The Instructional workload for each of the Practical and Lab Courses shall be 4 Periods of 60 Minutes duration per week.

8. Evaluation System:

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 70% marks for university examination and 30% marks for internal examination.
4. In case of courses where practical/lab component is involved, of the total 100 marks, 50% marks are for university examination, 30% marks are for internal evaluation and 20% marks are for practical/lab examination.
5. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (Day) Programme.

9. Conduct Of Examinations:

At the end of Odd numbered semesters (viz., I and III), examinations for these Semesters (Day) will be conducted. The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

At the end of even numbered semester's (viz., II and IV) examinations will be conducted for all Semesters i.e., (I to IV Semesters). The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

10. Rule For Offering Electives:

The Minimum number of Students required for offering an Elective / Specialization shall be 20% of students on rolls of the college for Final Year.

11. Award Of Degree And Division:

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded based on the following percentage of marks obtained by the candidate.

1st Division with Distinction - 70% and above of aggregate marks.

1st Division - 60% and above but below 70% of aggregate marks.

2nd Division - 50% and above but below 60% of aggregate marks.

3rd (Pass) Division - 40% and above but below 50% of aggregate marks.

Candidates who have passed all the examinations in the first attempt along with the batch in which they were admitted are eligible for getting Distinction Rank Certificates / Gold Medals / Prizes.

12. Readmission For Pursuing Additional Elective Courses:

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

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

Total number of credits at the end of fourth semester (MBA) = 28 + 28 + 24 + 28 = 108

14. Electives (Major and Minor):

MBA Programme offers Electives (Specialization) as Major and Minor. There are four papers in each major area, two in **3rd semester and two in 4th semester**. Two papers are in each minor area, one in **3rd semester and the other in 4th semester**.

Elective once offered cannot be changed for any reason. There are no separate papers offered as minor electives. For example, a student opting for Finance as major area can opt for marketing, human resource management, in which case he/she has to cover all the **four papers (3rd and 4th semesters)** in major area and **two papers in minor area(3rd and 4th semesters)**.

15. General Clause:

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

Department of Business Management
TELANGANA UNIVERSITY, NIZAMABAD
MBA Semester-wise structure of the syllabus

1st Semester:

Subject Code	Subject Title	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
1.1	Introduction to Management	4	30+70	4
1.2	Managerial Economics	4	30+70	4
1.3	Financial Accounting and Analysis	4	30+70	4
1.4	Marketing Management	4	30+70	4
1.5	Statistics for Management	4	30+70	4
1.6	Business Law and Corporate Governance	4	30+70	4
1.7	1.7.1. Information Technology for Managers	4	30+70	4
	1.7.1.1. IT for Managers-Lab Practicals	2	20	--

Note – 1: Maximum total number of marks = 700

2: The total number of credits at the end of the first semester = 28

2nd Semester:

Subject Code	Subject Title	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
2.1	Human Resource Management	4	30+70	4
2.2	Operations Management	4	30+70	4
2.3	Financial Management	4	30+70	4
2.4	Research Methods for Management	4	30+70	4
2.5	Operations Research	4	30+70	4
2.6	Business Communications	4	30+70	4
2.7	2.7.1 Management Information System	4	30+70	4
	2.7.1.1. MIS for Managers-Lab Practical	2	20	--

Subject

Note –

1: Maximum total number of marks at the end of second semester= 700+700 = 1400

2: The total number of credits at the end of the second semester = 28+28 = 56

Department of Business Management
TELANGANA UNIVERSITY, NIZAMABAD
MBA Semester-wise structure of the syllabus

3rd Semester:

Subject Code	Subject Title	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
3.1	Project Management	4	30+70	4
3.2	Organizational Behavior	4	30+70	4
3.3	Strategic Management	4	30+70	4
3.4 (a)	Product & Brand Management	4	30+70	4
3.4 (b)	Investment Management	4	30+70	4
3.4 (c)	Leadership and Change Management	4	30+70	4
3.5	Retail Management	4	30+70	4
3.6	Management of Financial Services	4	30+70	4
3.7	Recruitment and Selection	4	30+70	4

Note – 1: Maximum total number of marks = 600

2: The total number of credits for the 3rd semester = 24

4th Semester:

Subject Code	Subject Title	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
4.1	International Business	4	30+70	4
4.2	Cost & Management Accounting	4	30+70	4
4.3	Entrepreneurial Development	4	30+70	4
4.4(a)	Customer Relationship Management	4	30+70	4
4.4(b)	Financial Derivatives	4	30+70	4
4.4(c)	Performance Appraisal and Management	4	30+70	4
4.5	Service Marketing	4	30+70	4
4.6	Financial Institutions and Markets	4	30+70	4
4.7	Training and Development	4	30+70	4
4.8	Project Work	4	50+50	4

Note –

1. Maximum total number of marks at the end of second semester= 600+700 = 1300
2. The total number of credits for the 3rd and 4th semester = 24+28 = 52

ELECTIVE : (Students are required to study Major 1 and Major 2 of their respective specialization and select any one subject as Minor from other electives i.e. from Major-II papers only)

MARKETING

MAJOR

3.4 (a) Product & Brand Management (**Major-1**)

3.5 Retail Management (**Major-2**)

MINOR:

3.6 Management of Financial Services (**Minor- Finance**) **OR**

3.7 Recruitment and Selection (**Minor-HR**)

FINANCE

MAJOR

3.4 (b) Investment Management (**Major-1**)

3.6 Management of Financial Services (**Major-2**)

MINOR:

3.5 Retail Management (**Minor- Marketing**) **OR**

3.7 Recruitment and Selection (**Minor-HR**)

HUMAN RESOURCE MANAGEMENT

MAJOR

3.4(c) Leadership and Change Management (**Major-1**)

3.7 Recruitment and Selection (**Major-2**)

MINOR:

3.5 Retail Management (**Minor- Marketing**) **OR**

3.6 Management of Financial Services (**Minor- Finance**)

Project Work

Every student will be assigned a project topic at the end of the second semester and it will be pursued by him/her under the supervision of an internal supervisor. The Project work along with soft copy will be submitted by the students in their respective institutions. The student shall be required to submit Project reports as per the schedule to be announced by the University for Assessment by the project guide. The Project work shall be evaluated by External and Internal Examiners separately. The internal assessment (50 marks) shall be done by the internal faculty/guide on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the University. The external assessment (50 marks) shall be done by the External Examiner on the basis of Viva Voce and the report. The students must attend the classes of Project work to get proper guidance in preparing and presenting the project report.

SEMESTER EXAM -MODEL QUESTION PAPER

DEPARTMENT OF BUSINESS MANAGEMENT
MBA-I SEMESTER EXAMINATION
SUBJECT: INTRODUCTION TO MANAGEMENT

[Time: 3 Hours]

[Max. Marks: 70]

NOTE: Answer all questions form Section-A, Section-B and Section-C

SECTION-A

(5x3=15 marks)

1. a) Explain Levels of Management
- b) Define planning
- c) What is meant by Delegation of Authority
- d) What is Motivation
- e) Explain Democratic leadership

SECTION-B

(5x8=40 marks)

2. a) Explain the functions and roles of a manager
or
b) Write about the task and social responsibility of a manager
3. a) Explain the types and steps of planning in detail
or
b) Explain the Decision making techniques
4. a) Write about formal and Informal organizations
or
b) Explain the Line and Staff concept
5. a) What are the special motivational techniques? Explain
or
b) Discuss the requirement for effective control
6. a) Write about the significance of staffing
or
b) Explain the qualities of an effective leader in the globalised era.

SECTION-C (Compulsory) (1x15=15marks)
(CASE STUDY)

INTERNAL EXAM -MODEL QUESTION PAPER

**FACULTY OF BUSINESS MANAGEMENT
MBA-I SEMESTER EXAMINATION
SUBJECT: INTRODUCTION TO MANAGEMENT**

[Time: 30min.]

[Max. Marks: 30]

NOTE: Answer all questions form Section-A and Section-B

Section- A consist of Ten questions (Multiple choice questions) (10x1=10marks)

1. Hawthorne experiment is conducted by
(a) F.W.Taylor (b) Elton Mayo (c) Henry Fayol (d) Mary Parker Follet
2. _____
3. _____ (contd.....)

Section-B consists of Ten questions (Fill in the blanks) (10x1=10 marks)

1. Management is an art of _____
2. _____
3. _____ (contd.....)

Section-C (Internal Seminar) (5x2= 10 marks)

NOTE: Seminars is a part of 1st internal assessment exam. There will be **two** seminar consist of **5 marks** each. Seminar topic may be chosen as per the feasibility of the syllabus contents of the subject and it should be conducted separately.

*****The same pattern should be followed for the second internal assessment exam.**

1.1 INTRODUCTION TO MANAGEMENT

UNIT-I

Management: An overview-Evolution of management thoughts- definitions of Management-levels of management- management skills- roles of manager-functions of manager-tasks and responsibilities of a professional manager-social responsibility of managers and ethics in managing.

UNIT-II

Fundamentals of Planning: Definitions of planning- nature-process-significance-levels and types of planning-steps in planning process- prerequisites for effective planning and limitations of planning- Strategic planning- Decision Making-the process and Techniques.

UNIT-III

Organizing- Definitions of organizing-benefits of organizing-closed system versus open system-formal and informal organization-Prerequisites for effective organizing-Centralization-Decentralization-Span of Management-Line and Staff concept- Delegation of authority-Designing organizational structures and Departmentation.

UNIT-IV

Directing- Concept-direction and supervision- Motivation-Concept- Motivation and Performance-Special Motivational techniques.

Controlling- Concepts- Nature-Importance- Process of controlling-Types and requirements for effective controls and Control Techniques.

UNIT-V

Staffing- Concept- Nature- Importance-Steps and concept of knowledge worker.

Leading- The nature of people- Behavioral models-Importance-Attributes of a leader-developing leaders across the organization. Personal characteristics of effective leaders- Leadership for learning organization.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Books Recommended:-

1. Essentials of Management – Koontz and Weirich– TMGH
2. Principles & Practices of Management - Saxena
3. Principles and Practices of Management - Shejwalkar and Ghanekar
4. Management Concepts & Practices – Hannagan
5. Fundamentals of Management - Robbins, S.P. and Decenzo
6. Modern Management – Certo and Certo.
7. Management and Organizational Behavior – Aryasri and VSP Rao
8. Principles of Management – Koontz, Weirich and Aryasri

1.2 MANAGERIAL ECONOMICS

UNIT-I

Nature and Scope of Managerial Economics-Opportunity Cost- Discounting principle- Time perspective- Incremental reasoning- Marginal concept- Equi-marginal concept-Econometric Models-Single Equation models and multiple Equation models, Role of Managerial Economics – Relation with other disciplines.

UNIT-II

Demand Analysis-Concept of demand-determinants of demand-Price, Income and cross elasticity's of demand. Managerial applications of elasticity of demand- Demand Forecasting- Techniques- Accuracy of Forecasts.

UNIT – III

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

UNIT-IV

Market Structure and Modern Pricing Practices-Price determination under perfect competition- Monopoly and Monopolistic competition- Competitive pricing and non-pricing strategies- Sophisticated market pricing- pricing discrimination using coupons and rebates for price discrimination. Peak load pricing and two-part tariffs-Bundling and Intra firm pricing Mechanics of bundling- Bundling as a pre-entry strategy-Transfer pricing.

UNIT – V

Game theory and competitive strategy- Game theory basics- dominant strategy- Nash equilibrium-prisoners dilemma- Infinity repeated games and finitely repeated games-Application of game theory for formulating strategies by forms in oligopoly.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Allen, Wegelt, Doherty & Mansfield, "Managerial Economics - Theory, Application & Cases", 2010, 7th Ed. Viva-Norton Student Ed.
2. Mark Hirschey, Log "Managerial Economics – An Integrative Approach", Cengage Learning.
3. Dominik Salvatore, "Managerial Economics", 2008, 6th Ed. Oxford University Press.
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary "Managerial Economics", 2008, Tata McGraw Hills, New Delhi.
5. Robert Wasahik "Managerial Economics: A Strategic Approach", 2010, 2nd Ed. Routledge Publications.
6. D.M. Mithani, "Managerial Economics" 2008, Himalayan Publishing House.
7. D. N. Dwivedi, "Managerial Economics", 7th Ed Vikas Publishing.
8. Trunett & Trunett, "Managerial Economics", 2009, 8th Ed Wiley India.
9. Samuelson & Nordhaus, "Economics" 2010, 19th Ed., Tata McGraw Hills.
10. Atmanand, "Managerial Economics", 2009, Excel Publishing.
11. Sumitra Paul, "Managerial Economics", 2008, Macmillan.
12. Joseph G. Nellis & David Parter "Principles of Business Economics", 2009, 2nd Ed. Pearson Ed.

1.3: FINANCIAL ACCOUNTING AND ANALYSIS

UNIT-I:

Meaning and Definition of Accounting-Scope of Accounting; Accounting Principles-Systems of recording business transactions- Classification of Accounts- Accounting Process and Accounting Cycle- Accounting Equation- Journal-Ledger- Preparation of Trial Balance- Accounting Information - Parties interested in Accounting Information- Accounting as a business information system.

UNIT-II

Preparation and presentation of Financial Statements-Preparation of Trading and Profit and Loss Account- Balance Sheet- Provisions of the Indian companies Act regarding preparation and presentation of financial statements- Measurement of business Income- Distinction between capital and revenue.

UNIT – III:

Concept of Depreciation–Methods of depreciation- their impact on measurement of business income-Inventory valuation methods- Tax planning-Tax avoidance-Tax evasion- Accounting Standards-their rationale and growing importance in global accounting environment- IAS and International Financial Reporting Standards.

UNIT-IV:

Financial Statement Analysis–Ratio analysis-Rationale and utility of ratio analysis-Classification of ratios- Calculation and interpretation of ratios-Profitability ratios- Liquidity ratios-Activity ratios-Leverage ratios.

UNIT – V:

Funds flow analysis–Concept of funds flow- Statement of changes in working capital- Funds from business operations- Statement of sources and uses of funds-Advantages of funds flow analysis- Cash flow statement as per AS-3.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section ‘A’ shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section ‘B’ will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section ‘C’ will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7th Ed. south western, Cengage Learning.
2. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, “Financial Accounting, Concepts, Methods and Applications”, 2009, Cengage Learning
3. Alic C Lee, John C Lee, “Financial Analysis, Planning & Forecasting”, 2009, 2nd Ed. Cambridge.
4. Grewal T.S., “Introduction to Accounting”, 2009, S. Chand Publishers.
5. N. Ramachandran, Ramkumar Kakani, “Financial Accounting for Management”, 2009, 2nd Ed. Tata McGraw Hill Publishing Pvt. Ltd.,
6. Dr. Jawaharlal, “Accounting for Management”, 2010, 5th Ed. Himalaya Publishing House
7. Paresh Shah, “Basic Financial Accounting for Management”, 2009 5th Ed. Oxford University Press.
8. Ambarish Gupta, “Financial Accounting for Management”, 2009, An Analytical Perspective, 3rd Ed., Pearson Education.
9. Sudhindra Bhat, “Management Accounting”, 2009, 1st Ed, Excel Books.
10. Ashish K. Bhattacharyya, “Essentials of Financial Accounting”, 2009, 5th Ed. PHI Learnings.

1.4 MARKETING MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

Marketing Programme and planning-Decisions Involved in Product- Branding-Packaging-Product Line and Product Mix Decisions. New Product development, Product Life Cycle-Pricing- Strategies-marketing planning-Contents of Marketing Plan - Developing Marketing Plan for variety of goods and services.

UNIT – IV

Distribution and Integrated Marketing Communication-Designing and managing distribution channels; Multi channel marketing- Direct marketing and E-commerce. Managing Retailing-Wholesaling and Logistics. Designing and Managing, Integrated Marketing Communications; Mass Communication: Advertising, Sales promotions- Event and experience marketing and Public Relations. Managing Personal Communications: Direct and Interactive Marketing-word of Mouth- and Personal Selling.

UNIT - V

Market Evaluation and Controls and Social Responsibility- Generic Process- Need and Significance of marketing control. Marketing Audit-Social responsibility of marketing organizations. Green marketing-e-marketing-Social marketing concepts

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", 2010, 13th Ed, Pearson Education Prentice Hall of Indi.
2. Paul Baines, Chris fill, Kelly page, "Marketing Management", 2009, 1st Ed. Oxford University Press.
3. Roger j. best, "Market- Based Management", 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, "Principles of Marketing", 2010, 12th Ed. Cengage Publications.
5. Tapan k panda, "Marketing Management". 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, "Marketing Management", 2009, The Global perspective-Indian Context Macmillan India Ltd.
7. Rajan Saxena, "Marketing Management", 2009, 4th Ed. Tata McGraw Hill1.
- 8.Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
- 9.. Marketing Management - V.S.Ramaswamy and S.Namakumari
- 10.. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6th ed.
10. Case Studies in Marketing - Indian context - R.Srinivas

1.5 STATISTICS FOR MANAGEMENT

UNIT-1.

i. Introduction to Statistics-Overview, origin and development- Meaning and Salient Features of Statistics-Applications of inferential statistics in managerial decision-making- Measures of central tendency: Mean- Median and Mode and their implications- Diagrammatic and graphical presentation of data and general rules of tabulation.

UNIT-II

i. Introduction to Probability-Concepts and Definitions of Probability-Classical- Relative frequency-subjective and axiomatic. Addition and multiplication theorems- Statistical independence- Marginal-Conditional and joint Probabilities- Baye's Theorem and its Applications.
ii. Probability Distributions: Binomial, Poisson and Normal Distribution.

UNIT-III

i. Sampling Theory-The basics of sampling-Sampling procedures-Random and Non-Random methods-Sample size determination-Sampling distribution, Standard Error- Central Limit Theorem.
ii. Hypothesis Testing-Statistical Estimation, Point and Interval Estimation-Properties of a good estimator-confidential interval.
iii. Large Sample tests-Test for one and two proportions- Test for one and two means-Test for two S.D.'s.

UNIT-IV

i. Small Sample Tests- t-Distribution-properties and applications-testing for one and two means-paired t-test.
ii. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).
iii. Chi-Square distribution: Test for a specified Population variance-Test for Goodness of fit- Test for Independence of Attributes

UNIT-V

Statistical Techniques- Correlation -Role of Statistical Techniques in Management Decision Making- Techniques of Business Forecasting: Regression Analysis with two variables- Time Series Analysis-Components- Models of Time Series-Trend analysis-Free hand curve- Semi averages- Moving averages- Least Square methods.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
6. J. K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & others, "Complete Statistical Methods", 2010, 3rd Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010, 3rd Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
10. Levine, David M and others, "Statistics for Managers using MS. Excel", 2009, 5th Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
12. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
13. Haoda, R.P., Statistics for Business & Economics", 2010, 4th Ed. Macmillan.
14. Apte. D.P. "Statistical Tools for Managers – Using MS Excel", 2009, 1st Ed. Excel Books

1.6 BUSINESS LAW & CORPORATE GOVERNANCE

UNIT-1

- i. Law of Contracts: Definition of Contract and Agreement – Classification of Contracts- Essential elements of a valid Contract -Performance of Contract – Remedies for breach of Contract - Quasi Contracts.
- ii. Law relating to Special Contracts: Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument –Types.

UNIT-II

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

UNIT-III

- i. Consumer Protection Law: Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness.
- ii. Pollution Control Law: Air- Water-and Environment Pollution Control- Role of Public Awareness.

UNIT IV

- i. Corporate Governance: Origin and Development of Corporate governance- Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory) Separation of ownership and control- Corporate Governance Mechanism: Anglo- American Model- German Model- Japanese Model- Indian Model-OECD- Emphasis on Corporate governance- Ethics and Governance- Process and Corporate Governance (Transparency Accountability and Empowerment).
- ii. Role Players: Role of Board of Directors and Board Structure- Role of Board of Directors- Role of the Nonexecutive Director- Role of Auditors- SEBI Growth of Corporate Governance. Role of Government-Corporate governance in India- Kumaramangalam Birla Committee- CII-Report- Cadbury Committee.

UNIT-V

The Information Technology Act: Digital Signature - Digital Signature Certificate- Electronic Governance- Electronic Records- Certifying Authorities- Penalty & Adjudication.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
6. S.S Gulshan, Business laws, 2010, Excel Books.
7. Steiner and Steiner – Business Ethics – Mc-Graw Hill
8. V.K.Agarwal, "Consumer Protection in India", Deep and Deep Publications
9. S. K. Chakraborty , "Values and Ethics in Organisation", OUP
10. R. Roj , "A study in Business Ethics", Himalaya Publishing.
11. jogarao, "Cyber Law in India".
12. M.Sridhar, "cyber Law".

1.7.1 INFORMATION TECHNOLOGY FOR MANAGERS

UNIT-I

Introduction to computers: Definition, Characteristics and limitations of computers - Generation of Computers - Classification of Computers - Elements of Computers - Hardware - CPU - Primary and Secondary memory - Input and Output devices.

UNIT-II

Introduction to Software - Systems Software-Application Software and Packages- Fundamentals of operating system- Common operating systems-Windows 98/Xp/Vista/7. Communication-Media- Modems & Channels - LAN, MAN & WAN - Network Topologies- Introduction to Internet- Intranet and Extranet. Concept of WWW- HTTP, e-mail-Search engine- Domain name etc. Wireless technologies like Wi-Fi- Bluetooth and Wi-Max.

SOFTWARE PACKAGES

UNIT-III

Ms-word features- Use of Ms-word-Creating- Saving and closing a document – Opening and Editing a document - Moving and copying text – Text and paragraph formatting, applying Bullets and Numbering – Find and Replace – Insertion of Objects- Date and Time- Headers-Footers and Page Breaks – Auto Correct – Spelling and Grammar checking – Graphics-Templates and wizards - Mail Merge -Working with Tables.

UNIT-IV

Ms-Excel – Features – Use of Ms-Excel- Spread sheet / worksheet, workbook, cell, cell Pointer, cell address etc. Parts of MS Excel window – Saving- Opening and Closing workbook – Insertion and deletion of worksheet – Entering and Editing data in worksheet – cell range – Formatting – Auto Fill Formulas and its advantages – References : Relative, absolute and mixed – Functions: Meaning and Advantages of functions-Different types of functions available in Excel – Templates –Charts – Graphs Macros : Meaning and Advantages of macros, creation, editing and deletion of macros – Data Sorting-Filtering- validation- Consolidation- Grouping-Pivot Table and Pivot Chart Reports.

Ms-Power point- features- Use of Power point in Slide Presentations Parts of MS Power point window -Menus and Tool bars – Creating presentations through Auto content wizard-Templates and manually – slide show – saving- Opening and Closing Presentation – Inserting-Editing and deleting slides –Types of slides -Slide Views- Formatting –Insertion of Objects and Charts in slides- Custom Animation and Transition.

UNIT-V

Introduction to Computerised Accounting – Features – Advantages and Disadvantages – Computerized Accounting and Manual Accounting - Introduction to Tally – Company Creation, ledger creation, maintaining inventory, voucher posting and Preparation of financial Statements.

Suggested Books:

1. Introduction to Information Technology: Rajaraman, PHI
2. Elements of Information Technology by William Sawyer
3. MS Office: BPB Publications
4. MS Office: Sanjay Saxena
5. Raymond Green Law: Fundamentals of theInternet, Tata Mc Graw Hill
5. Fundamentals of Information Technology: Deepak Bharihanke,
6. Fundamentals of Computers 4/E: Rajaraman, PHI
7. Fundamentals of Computers: P. Mohan, Himalaya Publishing House
8. Information Technology: Dennis P. Curtin, McGraw Hill International
9. Introduction to Information System”, James A. O Brien, Tata McGraw Hill, 12th Edition.

1.7.1.1 IT for Managers Lab Work:

PRACTICALS:

Windows -Desktop, Start menu, Control panel, Windows accessories

MS-Office: Creating, saving and closing a document – Opening and Editing a document – Moving and copying text – Text and paragraph formatting, applying Bullets and Numbering – Find and Replace – Insertion of Objects, Date and Time, Headers, Footers and Page Breaks – Auto Correct – Spelling and Grammar checking – Graphics, Templates and wizards - Mail Merge ,Working with Tables.

MS-Access: Creating Database, Data types & Formats,

Creating Tables, Inserting, Deleting and Dropping a table,

Relations between Two tables ,

Queries – Select Query – Make Table Query, Update Query, Append Query , Delete Query and Cross Tab Query – Form and Report Creation.

Ms-Excel: Spread sheet / worksheet, workbook, cell, cell Pointer, cell address etc. Parts of MS Excel window – Saving, Opening and Closing workbook – Insertion and deletion of worksheet – Entering and Editing data in worksheet – cell range – Formatting – Auto Fill Formulas and its advantages – References : Relative, absolute and mixed – Functions: Meaning and Advantages of functions, different types of functions available in Excel – Templates –Charts – Graphs Macros : Meaning and Advantages of macros, creation, editing and deletion of macros – Data Sorting, Filtering, validation, Consolidation, Grouping, Pivot Table and Pivot Chart Reports.

Ms-Power point: Use of Power point in Slide Presentations Parts of MS Power point window - Menus and Tool bars – Creating presentations through Auto content wizard, Templates and manually – slide show – saving, opening and closing Presentation – Inserting, editing and deleting slides –Types of slides -Slide Views- Formatting –Insertion of Objects and Charts in slides- Custom Animation and Transition.

Internet: Surfing various websites, Creation of E- Mail Id, Sending Receiving Mails, Uploading file, Uploading Resumes in job sites, Downloading files and Software

Note: Students have to pass all the compulsory papers offered to them.30% of the Evaluation is based on Internal Assessment (IA), 50% on University Exam (UE) and 20% lab practical. A Student has to secure at least 40% marks in the University Exams to pass the papers.

2.1 - HUMAN RESOURCE MANAGEMENT

Unit –I

Introduction to HRM- Definition and concept - History of human resource management- Functions of Human Resource Management - Emerging role of Human Resource Management- Role of HR Executives - Challenges of HR Professionals - Strategic Human Resource Management.

Unit –II

Human Resource Planning - Definitions, objectives and process - Managing the forecasted Demand/Supply - Growing importance of Human Resource Planning.

Job Analysis and Job Design - concepts, process and methods of job Analysis - Job Description- Job Specification - Uses and Issues in Job Analysis - Concept of job design - Modern Management Techniques.

Unit –III

Human resource management: An overview – Recruitment – Selection – Interviews - Placement- Socialization process of new employees – Management by Objectives - Employee Career Management.

Unit –IV

Grievance Handling-Disciplinary Action-Collective Bargaining-Workers Participation in Management-Quality of Work Life- Total Quality Management- Employee Absenteeism- Employee Retention-Trade Unions.

Unit –V

Stress Management-Talent Management-Communications and Multi-cultural communication skills-Managing Diversity.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

. Books Recommended:-

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
2. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
3. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
4. Dessler – Human Resource Management (Prentice Hall, 10th Ed.)
5. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
6. Human Resources Management- Gary Dessler
7. Personnel Management – C.B Mamoria
8. Managing Human Resources - R.S. Dwiwedi
9. Human Resources Management-V.P.Michael
10. Human Resources Management – Dr.P.C.Pardeshi
11. Human Resources Management – Mirza & Zaiyadin
12. Human Resources Management – L.M.Prasad
13. Human Resources Management - Ashwathappa
14. Managing Human Resources - Arun Monppa

2.2: OPERATIONS MANAGEMENT

Unit - I

Introduction to Operations Management - Role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas- Process planning and process design- Production Planning and Control-Basic functions of Production Planning and Control- Production Cycle - characteristics of process technologies- Project-Job Shop- Assembly-batch and Continuous - Inter Relationship between product life cycle and process life cycle.

Unit – II

Scheduling and control of production operations: Aggregate planning-MPS-Operations scheduling- Product sequencing-Sequencing of products in multi- product multi-stage situations - 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-Replacement Model- Replacement of Capital Cost items when money's worth is not considered, Replacement of Capital Cost items when money's worth is considered, Group replacement of low cost items.(Including Problems)

Unit – III

Quality control-Standards and specifications- Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average-Range and S.D.- Control charts for Attributes- fraction defective and number of defects- Acceptance Sampling Plans-OC Curve Work Study-various techniques in the Methods Study for identifying the most appropriate method- Work measurement - its uses and different methods- computation of allowance and allowed time. (Including Problems)

Unit – IV

Materials Management-Need and importance of Materials management-Materials Requirement Planning-Materials Budgeting- Techniques for prioritization of materials-Sources of Supply of Materials –selection-evaluation and Performance of suppliers-make or buy decisions and its implications under various-circumstances Vendor rating - determinants of vendor rating-concept of waste management.(Including Problems)

Unit – V

Stores Management-Objectives of Stores Management – Requirements for efficient-Management of Stores – safety stock -Inventory Control - Different Systems of Inventory Control, Types of Inventory- Costs -Systems of inventory control – ABC, VED and FNSD analyses. Value Analysis – Importance in cost reduction – concepts and procedures. .(Including Problems)

Suggested Books:

1. Mahadevan. B, "Operations Management", 2010, Pearson Education.
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. James R Evans, David A. Collier, "Operations Management", 2007, Cengage Learning.
4. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH.
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge press.
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", 2007, 2nd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. Donald Waters, "Operations Management", 2010, Kogan page India.
10. Upendra Kachru, "Production and Operations Management", 2010, Excel Books.

2.3 FINANCIAL MANAGEMENT

UNIT – I

The Finance Function: Nature and Scope- Evolution of finance function – Its new role in the contemporary scenario –principles and objectives of financial management – profit maximization and wealth maximization.-Functions of Financial Management – Risk-Return trade off- Concept of Time Value of Money – Future Value and Present value.

UNIT – II

The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation- Developing Cash Flow- Data for New Projects-Using Evaluation Techniques –Capital budgeting decision under conditions of risk and uncertainty- Measurement of Risk – Risk adjusted Discount Rate- Certainty Equivalents and Beta Coefficient- Probability tree approach- Sensitivity analysis.

UNIT – III

The Financing Decision: Sources of finance – a brief survey of financial instruments- Financial Planning -Capitalization – Under and Over Capitalization-Capital Structure Theories, Concept- and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis- Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

UNIT – IV

Current Assets Management and Dividend Decision: Working capital - Factors determining working capital-Estimating working capital requirements. Management of current assets-Cash Management- Receivables Management and Inventory Management- The Dividend Decision- The theoretical backdrop – Dividends and valuation- Major theories - Gordon--Walter and Lintner- Dividend policies of Indian companies-Legal formalities involved in the payment of dividend-Bonus Shares

UNIT – V

Corporate Restructuring -Corporate Mergers- acquisitions and takeovers: Types of mergers- Economic rationale of Mergers, motives for mergers; Financial evaluation of mergers; costs and benefits of Mergers-(Premerger, Post merger and EPS -P/E –Market value calculations)

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section ‘A’ shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section ‘B’ will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section ‘C’ will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10th Ed. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Khan and Jain, “Financial Management “, TMH.
5. Prasanna Chandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, 2010, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.

2.4 RESEARCH METHODS FOR MANAGEMENT

UNIT- I

Research - meaning - scope and significance - Types of research – Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts-constructs and theoretical framework.

UNIT- II

Hypothesis: - meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT -III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples-Data collection- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study – case study - Data processing- coding - editing - and tabulation of data – Data analysis.

UNIT- IV

Test of Significance- Assumptions about parametric and non-parametric tests - Non Parametric Test - U Test- Kruskal Wallis- sign test-Multivariate analysis-factor-cluster-MDS-Discriminant analysis- (NO Problems)-SPSS and its applications.

UNIT -V

Interpretation - meaning - Techniques of interpretation - Report writing- Significance - Report writing- Steps in report writing - Layout of report – Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables- charts and diagrams - Appendix- norms for using Index and Bibliography.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

2.5 OPERATIONS RESEARCH

Unit – I:

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

Unit – II:

LPP - Simplex Method- Solution to LPP problems Maximization and Minimization cases- Optimality conditions-Degeneracy-Dual – Formulation- Relationship between Primal – Dual- Solution of dual- Economic interpretation of dual.

Unit – III:

Transportation Problem (TP) - Mathematical model- IBFS using northwest corner rule-Matrix minimum method(LCM) and Vogel's approximation method-Unbalanced TP- Degeneracy-Optimality Test and Managerial applications.

Assignment Problem (AP): Mathematical model- Unbalanced AP-Restricted AP- Method of obtaining solution- Hungarian method-Travelling salesman problem- Managerial applications of AP and TSP.

Unit – IV:

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

Unit – V:

Queuing Theory - Concepts of Queue/Waiting Line- General structure of a Queuing system- Operating characteristics of Queues- deterministic Queuing models- Probabilistic Queuing Model- Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population- Simulation- Process of simulation-Applications of simulation to different management Problems.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

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

2.6 BUSINESS COMMUNICATIONS

UNIT- I

Introduction: Meaning- Importance - Objectives - Principles of Communication- Forms of communication- Communication Process- Barriers of effective communication- Techniques of effective communication-7 C's of communication.

UNIT -II

Oral Communication & Written Communication- Oral communication- Principles of successful oral communication- Effective oral communication- Effective listening, Non-verbal communication- Body language- Paralanguage- Purpose of writing- Clarity in writing- Principles of effective writing- Writing techniques- Electronic writing process.

UNIT- III

Employment Communication & Group Communication-Writing CVs- Group discussions- Interview- types of interview- Interviewers preparation-Impact of Technological Advancement on Business Communication- Communication networks- Intranet-Internet- e mails- SMS-teleconferencing- videoconferencing-Meetings- Notice- Planning meetings- objectives- participants- timing- venue of meetings- leading meetings-Minutes of Meeting- Media management- the press release- press conference- media interviews- Seminars—Workshop-Conferences- Business etiquettes

UNIT- IV

Business Letters and Case Methods- Introduction to business letters- Types of business letter-Layout of business letter-Writing memos- purpose- Kinds and objectives of reports-Writing reports-Understanding the case method of learning- different types of cases- Overcoming the difficulties of the case method-Reading a case properly (previewing, skimming, reading, scanning)- Case analysis approaches (systems, behavioral, decision, strategy)- Analyzing the case- dos' and don'ts for case preparation

UNIT -V

Presentation Skills and Personality Development: Presentation: elements of presentation, designing a presentation- Advanced visual support for business presentation- Types of visual aid-Appearance & Posture- Practicing delivery of presentation- Self Exploration- Character building-Ethics- morality and values- Vision and goal setting- Time and Stress Management- Importance of time – Managing time – the art of prioritizing and scheduling – stress and source of stress

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
2. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication: Theory & Application (Tata Mc Graw Hill, 10thEdition).
5. Tayler Shinley – Communication for Business (Pearson Education, 4th Edition)
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition)

2.7.1 MANAGEMENT INFORMATION SYSTEM (MIS)

UNIT-I

Introduction to information Systems- Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

UNIT-II

Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change

UNIT-III

System Analysis and Design – Meaning – System Analysis – Role and Responsibilities in System Development, System Development Life Cycle (SDLC) Approaches to System Development. Determining System Requirements – Traditional Methods – Modern Methods. Structuring System Requirements Using Process Modeling, Logic Modeling and Conceptual Data Modeling Techniques

UNIT-IV

Introduction to Database Management Systems Introduction to DBMS – Advantages – Data Abstraction – Data Models – ER Models – Database Manager – DBA – Data base users. Normalization and Demoralization.

Introduction to Ms- Access –Features-use of access in Database Management. Introduction to SQL, Use of SQL in DataBase Management (practical based)

UNIT-V

Enterprise system: Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM), Customer Relationship Management (CRM).

Suggested Books:

1. Management Information Systems, Jawadekar, Tata McGraw Hill
2. Management Information Systems, Davis and Olson, Tata McGraw Hill
3. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
4. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
5. Management Information Systems, Schulthesis, Tata McGraw Hill
6. Management Information Systems - Sadagopan, Prentice Hall
7. Management Information Systems - Jayant Oke

2.7.1.1 MIS Lab Work:

PRACTICALS:

Tally: Company Creation, ledger creation, maintaining inventory, voucher posting and Preparation of financial Statements

Oracle(SQL):

Data Types in SQL,

DDL,DML,TCL,DCL Commands

Creating Tables, Inserting – Deleting – Updating Rows,

Clauses in SQL,

Integrity Constraints

Functions – Selecting Rows,

Joins

Note: Students have to pass all the compulsory papers offered to them.30% of the Evaluation is based on Internal Assessment (IA), 50% on University Exam (UE) and 20% lab practical. A Student has to secure at least 40% marks in the University Exams to pass the papers.

3.1 PROJECT MANAGEMENT

UNIT: 1

Basic Concept: Concept of a project- categories of project- project development cycle- The concept of project management- tools & techniques of project management- Forms of project organizations.

UNIT: II

Project Formulation: Project identification- Project formulation and preparation - Market and demand estimation, market survey- demand forecasting technical factors- - means of project financing- financial projections.

UNIT :III

Process of Project Appraisal: Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects- Problems arising due to rate of discount, wage-rate, exchange rates- treatment of taxes- social cost-benefits- treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

UNIT: IV

Implementation, Monitoring and Control of Projects: Project scheduling, network techniques for resource and budgeting and scheduling- project management teams and coordination. Monitoring and Project Control techniques

UNIT:V

Project Evaluation: Issues in Project Management - Project Evaluation– CPM and PERT- Capital Budgeting Techniques- NPV,IRR,PI(including Problems)– Role of project manager- Project Audit- Project Closure/ Termination.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

1. P Chandra : Projects : Planning Analysis : Selection Implementation & Review, Tata McGraw Hill.
2. P Gopalkrishnan & V E Ramamoorthy : Text Book of Project Management, McMillan
3. N Singh : Project Management & Control, Himalaya
4. V Desai : Project Management :
5. B M Patel : Project Management, Vikas.
6. Suhani, Computer Aided Project Mgmt, OUP1. Chandra Prasanna - Project : Preparation Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
7. Mohsin M. - Project Planning and Control (Vikas)
- 8 Goyal BB – Project Management : A Development Perspective (Deep & Deep)
9. Chaudhary, S – Project Management (Tata Mc Graw Hill)
10. Young TL – The Hand Book of Project Management (Kogan Page)

3.2 ORGANIZATIONAL BEHAVIOR

UNIT: I

Definition of organizational behavior: Concept- Importance, Theoretical Approaches: Cognitive Approach – Behavioral Approach, Social Learning Approach, Reinforcement Approach - Psycho-analytic approach, Models of Organizational Behavior, Challenges and opportunities for organization behavior, International Organizational Behavior: Conditions affecting Multinational Operations-How culture influences International OB – Differences in cultures – Managing Global workforce.

UNIT: II

Individual in the organization: Individual - nature of man - Models of man, Personality: Stages of development of personality - Determinants of Personality, Other personality attributes that influence OB. Perception - Factors influencing perception, Perceptual Selectivity. Attitudes – Sources, types, functions and Formation of attitudes. Learning - Theories of Learning. Motivation: Motivation theories - Application of motivation.

UNIT: III

Groups in organization: Nature of Groups, types of groups, stages of group development, group structure. Group Cohesiveness - Dissonance. Teams: Understanding work teams - Types of teams – Essential for building effective teams. Groups Vs Teams. Conflicts - Types and sources of Conflicts - Strategies for resolution of Conflicts in Groups. Meaning and types of Grievances, Grievance Handling Process.

UNIT: IV

Group Dynamics: Communication- Hindrances in achieving effective communication. Decision making: Nature – types of decision – Techniques. Leadership theories. Power and politics- Basis of power- organizational politics – Distinction Between Power, Authority and Influence. Organizational Culture: Concept – Characteristics – types – Implications of organizational Culture.

UNIT: V

Organizational Change: Total quality Management- Organizational change: Resistance to change - Introducing change in large organizations - Organizational stress- Factors contribute to Stress- Coping strategies- Stress and performance. Organizational Development: Concept - Client and consultant relationship – Interventions.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

1. P. Subba Rao: Organizational Behavior (Text, cases & Games)
2. Dr. Niraj Kumar: Organizational Behavior (A new look concept, theory & cases)
3. Robbins: Essentials of Organizational Behaviour, Pearson Education, 2008.
4. Gordon. J.R: Diagnostic approach to Organizational behaviour: Allyn and Bacon: New York, 1987.
5. Lorbch J.W. (Fd.) Handbook of Organization Behaviour: Englewood Cliffs: Prentice Hall.
6. Fred Luthans, Organisational Behaviour, 9th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2005.
7. Stephen P. Robbins, Organisational Behavior, 9th edition, Prentice Hall of India, New Delhi, 2001.
8. Harrison M.L.K.: Diagnosing Organizations: Methods, Models and Processes: Sage Publishers, New Delhi, 1987.
9. Ford. R.C.: Organization Theory- An Integrative Approach: Harper & Row Publishers: New York, 1988.
10. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Pearson Education.
11. Sarma, VVS: Organizational Behaviour, Jaico Publishing House

3.3 STRATEGIC MANAGEMENT

UNIT:I

Strategic Management: Definition- Strategic Management Process- Developing a strategic vision- Mission Statement- Establishing objectives- Policies-Factors that shape a company's strategy- Crafting a Social Responsibility Strategy.

UNIT:II

Strategic Position: Evaluating a company's external environment- Competitive Analysis: Framework for competitor Analysis- Evaluating Company's Resources and Competitive Capabilities-SWOT Analysis- Value chain Analysis- Sustaining Competitive advantage- Core Competencies- Diagnosing and Managing strategic Capability.

UNIT:III

Strategic Alternatives: Porter's Generic Strategies- BCG Matrix- GE Model-TOWS Matrix-IE Matrix-The Grand Strategy Matrix- Creating Value through Diversification- Different Types of Diversification Strategies- Related and Unrelated Diversification- Vertical Integration and Horizontal Strategies-Offensive and defensive Strategies- Product and Market Diversification-Merger and Acquisition Strategies, Strategic Alliances- Strategies for competing in Globalising Markets and Internet Economy.

UNIT:IV

Strategic Formulation: Tailoring Strategy to fit specific Industry: Strategies for competing in Emerging Industries, Fragmented Industries- Maturing Industries- Stagnant Industries- Strategies for Industry Leaders-Runner-Up Firms-Weak and Crisis Ridden Firms-Turnaround Strategy.

UNIT:V

Strategic Implementation: Strategy and Structure- Strategy and Leadership- Strategy and Culture- Planning System for Implementation-Strategy Evaluation and Control: Establishing Strategic Controls for Measuring Performance-Role of Strategist –Qualitative and quantitative benchmarking to Evaluate Performance .

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

- 1.Gerry Johnson, Kevan Scholes, Richard Whittington,"Exploring Corporate Strategy",2009,PearsonEd Ltd,
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage-Concepts and Cases",Tata McGraw Hill
3. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.
4. Fred R. David, "Strategic Management - Concepts and Cases", 2010, PHI Learning, New Delhi.
5. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010,HPH
6. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books,
7. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd,
8. Upendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.
9. Charles W. L. Hill & Gareth R. Jones, "An Integrated Approach to Strategic Management", 2009, Cengage Learning, New Delhi.
- 10.Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.
11. Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, "Strategic Management - test and cases", 2009, Tata McGraw Hill Education Private Limited, New Delhi.
- 12.Gr.Capt.H.Kaushal, Case study solutions: Corporate/strategic planning. Mac millan, 2011.

3.4 (a) PRODUCT AND BRAND MANAGEMENT

UNIT: I

What is a product---Classification of products---Characteristics of FMCG---Growth strategies of FMCG---Product mix and product line decisions--- Responsibilities of product managers- Characteristics of a successful product managers --Product focused organizations---Market focused organizations.

UNIT: II

Portfolio Management--- BCG—GE-- Porter's Model-- Customer Analysis, Market Potential and Sales Forecasting.

UNIT: III

New Product Development---Test Marketing-- Product Differentiation and Positioning strategies---Perceptual Mapping---Product Market analysis of Packaged Drinking water, Mobile Phones, Fairness Creams, Digital Cameras.

UNIT: IV

Branding—Definition---Advantages and benefits of branding---Criterion for a good brand name.- --Brand strategy decisions---Brand Identity---Brand Image---Brand Loyalty.

UNIT: V

Branding challenges and opportunities---Brand equity concept---- Strategic brand management process---Customer based equity--- Building a strong brand and its implications--Identifying and establishing brand positioning--Defining and establishing brand values.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section '_A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section '_B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) Section '_C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Chandrasekar.K.S, "Product Management-Text, Applications and Cases", Himalaya Publishing House, 2011.
2. Chitale.A.K, Ravi Gupta,"Product Policy and Brand Management-Text and Cases", PHI, 2011.
3. Keller Kevin Lane, Parameswaran.M.G, Jacob Isaac, "Strategic Brand Management", 3 rd edition, Pearson, 2011.
4. Lehman.R.Donald, Winer.S.Russel, "Product Management",4 th edition, Tata Mc Graw Hill,2005.
5. Majumdar Ramanuj, "Product Management in India",3 rd edition,PHI,2007.
6. Ranjeet Verma, "Brand Management", University Science Press, 2009.

3.4 (b) INVESTMENT MANAGEMENT

UNIT-I

Investments- Concept- Investment Decision Process- Investment Vs Speculation- Types of Financial Instruments- Factors to be considered in Investment decision- Measurement of Returns and Risks from Investing- Ex-Anti and Ex-Post.

UNIT-II

Security analysis- Approaches to investment analysis- Fundamental analysis- Technical analysis- Efficient Market Hypothesis.

UNIT-III

Valuation and Management of Fixed Income Securities-Features and Types of Debt Instruments- Measuring Bond Yield –current Yield- Holding Period Yield- Yield To Maturity- Yield To Call- Bond Valuation-Capitalization of income method- Bond Price Theorems- Bond Duration- Macaulay's Duration- Modified Macaulay's Duration- Bond Convexity- Managing Bond Portfolio- Considerations in managing bond portfolio- Bond Immunization- Active and Passive Bond Portfolio management Strategies.

UNIT-IV

Valuation and Management of equity-Features- Balance Sheet Analysis- Divided Discount Models- Intrinsic Value and Market Value- Earnings Capitalization Models- Price-Earnings Multiplier Approach- Price/Book value- Price/Sales Ratio- Economic value added (EVA).

UNIT-V

Portfolio Theory and Evaluation -The returns and risk from investing- Markowitz Portfolio Theory- Mean-variance Approach- Portfolio selection-efficient portfolios- Single-Index Model- Capital Asset Pricing Model- Arbitrage Pricing Theory.

Portfolio Evaluation- Need for Performance Evaluation- Sharpe's reward to Variability Index- Treynor's Reward to Volatility Index- Jensen's Differential KIndex- Fama's Decomposition of Returns.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks). Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
3. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
4. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
5. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
6. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
7. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
8. S. Chand "Investment Management: Security Analysis & Portfolio Management".
9. S. Kevin, "Analysis and Portfolio Management", PHI.
10. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House

3.4 (C) LEADERSHIP AND CHANGE MANAGEMENT

UNIT: I

Concept of Leader – Manager - Approaches to leadership - Leadership roles – Leadership skills – Guidelines for Leadership – Effective leadership behaviors and attitude – Functions of leaders – Situational influences on effective leadership behavior.

UNIT: II

Leadership theories: Trait theories, Behavioral theories, Modern theories - transactional and transformational leadership - Leadership styles.

UNIT: III

Leadership through self awareness and self discipline – Leadership development programs- Evaluation of leadership development efforts – Leadership practices that foster Total Quality Management. Leadership Challenges in Managing Transformational Change in a Strategic Organization.

UNIT: IV

Change: Introduction to change – Need for change – Forces for change – Understanding of change , Types of change – Incremental change-Radical change – Participative change – Directive change.

UNIT: V

Change Management: Models of Organizational change - Sources of change – Resistance to change – Planning and implementing change - How to manage change effectively - Key roles in organizational change - Visionary leader as a change agent.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

1. Dr.. D.K. Tripathi: Team Building Leadership with Text & Games.
2. Daft, Richard: The Leadership Experience, Thomson
3. Gary Yukul, 2006, Leadership, Pearson Education.
4. A.M. Sharma : Personal and Human Resource Management, Himalaya Publication.
5. Dubrin, Andrew, ' Leadership', Biztantra.
6. Lussier, Robert and Christopher Fachua 'Leadership' Thomson
7. P. Subba Rao: Essentials of Human Resourcer Management and Industrial Relations (text, cases and Games), Himalaya Publication.
8. B.R. Virmani, 2006, Challenges in Indian Management, Response Books.
9. C.S.V. Murthy, Change Management, Himalaya Publishing house.
10. Northouse, 2006, Leadership, Response Books.

3.5 RETAIL MANAGEMENT

UNIT: I

Introduction to Retail: What is Retail?- Functions of a retailer--- --Evolution of Retail in India- -- Challenges to Retail Development in India -----Retail marketing mix---- Franchising-Types of retailing.

UNIT: II

The Evolution of Retail formats – Theories of retail development-Environmental, Cyclical and Conflict Theory-The Concept of life cycle in Retail-Innovation, accelerative growth- Maturity-Divide-Phases of growth in retail markets-Business models in retail-Classification based on ownership /Merchandise offered/Franchising /Non Store Retailing/Direct selling/Direct response marketing

UNIT: III

Retailing And Customers --Introduction—Retailing and consumption—Changing consumer— demographics—Life style changes—Consumer buying process- Shopping behavior—Retail outlet choice--The factors influencing the retail shopper ---The buying decision process and the implications for retail management---Retail marketing strategy

UNIT: IV

Retail store locations----Types of retail locations—Steps involved in choosing a location---Retail Merchandising---Definition---Role and responsibilities of merchandiser, buyer— the process of Merchandise planning--- the methods of merchandise procurement.--Category management.

UNIT: V

International Retailing—Concept—Eclectic ,Push-Pull,Strategic Management theories of internationalization—Market entry strategies—Factors determining choice of entry methods--- Leading international retailers in the world.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Bhatia.S.C, "Retail Management", Atlantic Publishers,2008.
2. Gilbert David,"Retail Marketing Management",2 nd edition, Pearson Education Limited,2003.
3. Levy.M, Weitz.B.A, Pandit.A, "Retailing Management",6th edition, Tata Mc Graw Hill,2008
4. Swapna Pradhan, "Retailing Management—Text and Cases",2 nd edition, Tata Mc Graw Hill,2007.
5. Swapna Pradhan, "Retailing Management-Text and Cases",3 rd edition, Tata Mc Graw Hill,2009.

3.6 MANAGEMENT OF FINANCIAL SERVICES

Unit-I

Financial Services – Meaning and concepts – scope and features – classification – growth and problems of financial services sector – Distinctiveness of Financial Services –Role of Financial Services in Economic Development- An overview of Indian financial services sector scenario.

Unit-II

Merchant Banking: Meaning – origin – functions – services – problems – code of conduct – SEBI guidelines – Credit Rating: Objectives – Types – Rating Methodology – Credit Rating Agencies – SEBI guidelines.

Unit-III

Mutual Funds: Concept – Significance – Classification – Merits and Problems – Performance Evaluation (including problems)– SEBI guidelines. Factoring: meaning – types – functions - Factoring Vs. Forfaiting – Securitization- Insurance-Principles-Types- Housing finance system.

Unit-IV

Underwriting and Custodian Services: Underwriting: SEBI regulations- RUWs-rights and obligations of the RUWs-Underwriting Commission –Legal Provisions-Custodian Services in Capital Market- SEBI guidelines and approval- Functions of Stock Holding Corporation of India Limited (SHCIL)

.Unit-V

Lease Financing: Meaning – Features – Types – Merits and Demerits – Lease or Buy Decision (including problems) – Hire Purchasing: Concepts – Salient Features - Leasing Vs. Hire Purchasing

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section ‘A’ shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section ‘B’ will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section ‘C’ will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

- 1.Khan M.Y.: Financial Services, Tata McGraw Hill Education Private Limited, New Delhi.
- 2.Vasant Desai: Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.
- 3.Gordon & Natarajan: financial Markets and Services, Himalaya Publishing House, Mumbai.
- 4.Tripathy Nalini Prava: Financial Services, Prentice Hall of India, New Delhi.
- 5.Guruswamy.S: Financial Services, Tata McGraw-Hill Education Pvt. Ltd., New Delhi.
- 6.V. Avadhani: Financial Services in India, Himalaya Publishing House, Mumbai, 2009
- 7.Shashi K. Gupta & Nisha Aggarwal: Financial Services, Kalyani Publishers, New Delhi.
- 8.Sasidharan. K & Alex K. Mathews: financial Services and System, Tata McGraw-Hill Publishing Company Ltd.,
- 9.Vyuptakesh Sharan: International Financial Management, Prentice Hall India Ltd., New Delhi.
- 10.V.A. Avadhani: International Financial Management, Himalaya Publishing House, Mumbai

3.7 RECRUITMENT AND SELECTION

UNIT: I

Concept of Recruitment – Factors effecting Recruitment - Recruitment Challenges - How to make recruitment efforts succeed - Recruitment Sources - Innovative recruitment sources - Electronic Recruitment - Electronic resumes - Career web sites, International electronic recruitment - electronic Web sources - Proactive and reactive recruitment – Recruitment Techniques – Evaluation of Recruitment program.

UNIT: II

Selection: concepts of Selection – Selection Procedures – Selection Standard methods –e-selection - Ensures competitive advantage - Application form – Evaluation of application forms – Ethical issues in application form design.

UNIT: III

Selection tests - Ability Tests – Intelligence test – aptitude test – Achievement test – situational test – interest test – Mental Ability, Mechanical ability test, Personality Measurement Test, Personality Assessment-Performance tests - Computer based testing - Graphology - testing advantages and disadvantages - test validation.

UNIT: IV

Interviewing – Interview Process – Types of Interviews - Planning basic questions - competency based questions - Probing questions - physical examination – Reference checking

UNIT: V

Placement: Employee placement process - Induction – Orientation – Objectives of orientation – orientation policy – orientation program.

NOTE

1. At least one case study is to be discussed per unit in the class.

2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

1. P. Subba rao: Essentials of Human Resource Management and Industrial Relations(Text, Cases and Games), 3rd revised and Enlarged Edition-2008, Himalaya publishing house.
2. T.K. Rashmi: Recruitment Management
3. Phillips: Strategic Staffing, Pearson, 2009.
4. Daine Arthur:Recruiting, Interviewing, Selecting & Orienting New Employee, PHI, 4/e, 2007.
5. Robert Edenborough: Assessment Methods in Recruitment, Selection and Performance, Kogan, 2006.
6. Sanjay Srivastava: Case Studies in HRM, Excel,2009.
7. Gatewood, Field,Barrick: Human Resource Selection, Cengage, 2008.
8. Gareth Robert: Recruitment and selection, Jaico, 2008.
9. N.K.Chanda: Recruitment and Selection, Paragon International, 2009

4.1 INTERNATIONAL BUSINESS

Unit – I:

An Introduction to Global Business: Meaning, nature and significance of international Business, Drivers of International Business, players in international business- MNC - benefits and problems to host country and home country -challenges of international business. Modes of Entering International Business

Unit - II:

Theories of International Trade: Introduction, Theory of Absolute Cost Advantage, Comparative Cost Advantage Theory, Comparative Cost Advantage with Money, Relative Factor Endowments Theory, Country Smililarity Tehory, Product Life Cycle Theory, Global Strategic Rivalry Tehory, Porter’s National Competitive Advantage and Competitive Advantage

Unit - III:

Global Business & National Regulation: Rationale for Government Intervention— Forms of Trade Regulation-Tariff and Non-Tariff Barriers- Regional Economic Integration-Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC- World Trade Organization - Structure and functions-TRIPs & TRIMs-WTO & India–UNCTAD.

Unit – IV:

Foreign Direct Investment: FDI-meaning- International Investment Theories – Factors influencing FDI- Costs and Benefits of FDI- Theories of FDI -FDI in India – Overview of FII

UNIT-V:

Balance of Payments: Introduction- Components of Balance of Payments, Disequilibrium in the Balance of Payments, Methods of Correction Disequilibrium, Inida’s Balance of Payments Crisis of 1990.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section ‘A’ shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section ‘B’ will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) Section ‘C’ will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

- 1.Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place”2010, 6th Ed. Tata McGraw Hill.
2. Alain Verbeke, “International Business Strategies” 1st edition, 2009, Cambridge
3. Subba Rao, 2007, “International Business”, 2010, Himalaya Publications, New Delhi.
4. Bholanath Dutta, “International Business Management”, 2010, Text & Cases, Excel, New Delhi.
5. Pradip Kumar Sinha and Sanchari Sinha, “International, Business Management”, 2008, Excel, New Delhi.
6. Aswathappa, K, “International Business”, 2010, Tata McGraw Hill, New Delhi.
7. Mamah Adhilcary, “Global Business Management”, 2009, Macmillan.
8. Cherunilam, Francis – International Business(PHI)

4.2 COST AND MANAGEMENT ACCOUNTING

UNIT:I

Management Accounting-Concept- Management Accounting Vs Cost Accounting Vs Financial Accounting- Role of Accounting Information in Planning and Control- Cost Concepts- Cost Analysis and Control- Direct and Indirect expenses- Allocation and Apportionment of Overheads- Costing for specific industries- Unit Costing- Job Costing- Cost Sheet- Process Costing- Joint and By-Product Costing. (Including Problems)

UNIT:II

Marginal Costing-Introduction- Break-Even Analysis-Application for various business problems- Application of Marginal Costing-Profit Planning- Selection of Suitable sales Mix- Level of Activity Planning- Closing or Suspending Activities- Key or Limiting Factor- Make or Buy Decisions- Dropping a Product Line. (Including Problems)

UNIT:III

Accounting For Control: Standard Costing-Concept and Purpose of Standards-Types of Standards-Standard setting- Variance Analysis- Budgetary Control-Meaning and Purpose- Essentials of Effective Budgeting- Types- Zero Based Budgeting. (Including Problems)

UNIT:IV

Responsibility Accounting- Responsibility Centers- Need- Types- Performance Reports- Responsibility Accounting- Behavioural Aspects- Segmented Performance Evaluation- Transfer Pricing.

UNIT:V

Strategic Cost Management System: Activity Based Costing system-Meaning- tracing costs from activities to products and services- Cost Drivers- ABC costing Vs Traditional Costing (Including Problems)- Product Life Cycle Costing- Target Costing- Competitor accounting-Concept and Importance- Sources of Competitor Information- Competitive Pricing and Bidding.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Arora M.N, "Cost Accounting-Principles and Practices", Vikas Publishing House.
2. Jain S.P & Narang K.L, "Advanced Cost Accounting", Kalyani Publishers.
3. Arora M.N, "Cost & Management Accounting", Himalaya Publishing House.
4. Allen, "Cases in Management Accounting& Control System", Pearson
5. Sahaf M.A, "Management Accounting-Principles and Practices", Vikas Publishing House.
6. Khan M.Y & Jain P.K, "Management Accounting-Text, Problems and Cases, Tata McGraw Hill.
7. Anthony and Deardon, "Management Control System", Tarapore wala.
8. Hornorn C.T." Cost Accounting a Managerial Emphasis, Prentice Hall of India.
9. Asish K. Bhattacharya, "Cost Accounting for Business Managers", Elsevier.
10. Hansen and Mowen," Management Accounting", Cengage Learning.

4.3 ENTREPRENEURIAL DEVELOPMENT

Unit – I: Entrepreneur and Entrepreneurship:

Evolution of the Concept of Entrepreneur–Characteristics of an Entrepreneur–Distinction Between an Entrepreneur and a Manager–Functions of an Entrepreneur–Theories of Entrepreneurship–Concept of Entrepreneurship–Growth of Entrepreneurship in India–Role of Entrepreneurship in Economic Development–Concept of Entrepreneurship–Functions, growth, Problems, Development, Recent Trends of Women Entrepreneurship–Meaning of and-Need for Rural Entrepreneurship– Problems and Development of Rural Entrepreneurship.

Unit – II: Factors Affecting Entrepreneurial Growth:

Economic and Non-Economic Factors–Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and EDP–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

Unit – III: Small Enterprises:

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

Unit – IV: Institutional Finance to Entrepreneurs:

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

Unit – V: Venture Capital:

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

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section ‘A’ shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section ‘B’ will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) Section ‘C’ will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.
7. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
8. A. Sahay and A. Nirjar, “Entrepreneurship”, 2006, Excel Books.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises”, 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., “Cases in Entrepreneurship”, 2006, Sage Publications.

4.4 (a) CUSTOMER RELATIONSHIP MANAGEMENT

UNIT—I

What is CRM---Enablers of growth of CRM—Need for CRM in business----Benefits of CRM--
The approaches of CRM---Relationship building process—bonding for customer relationship---
Zero customer defections.

UNIT—II

CRM applications in consumer and business markets---CRM in B2C Markets—CRM in B2B
markets--CRM in practice--CRM in banking, hotels, Tourism and higher education.

UNIT—III

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer
Retention, Behavior Prediction, Customer Profitability & Value Modeling, Channel
Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call
Scripting, Customer Satisfaction Measurement.

UNIT—IV

Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management.
Field Force Automation.

UNIT—V

e-CRM—Features of e-CRM---Advantages of e-CRM---Technologies of e-CRM—CRM
software—components of e-CRM solutions—Data warehousing---Data mining---.Role of
interactive technologies.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section '_A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section '_B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) Section '_C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Jill Dyche: The CRM Handbook: A Business Guide To Customer Relationship Management, Addison Wesley.
2. Kaushik Mukerjee, "Customer Relationship Management—A strategic approach to marketing", PHI, 2007.
3. Makkar, "Customer Relationship Management" ,Tata Mc Graw Hill,2012.
4. Rai.A.K, "Customer Relationship Management –Concepts and cases" ,phi,2008.
5. Shainesh.G. Jagadish.N.Shefh, "Customer Relationship Management-A Strategic Perspective", MacMillan Publisher India Limited, 2006.

4.4 (b) FINANCIAL DERIVATIVES

Unit-I:

Introduction to Derivatives:– Introduction – Evolution and significance – functions of Derivatives Markets – Types(Financial) – Players in Derivatives Market — Trading Mechanism – Risk in Derivatives Trading - Types of Orders - Regulation of Derivatives Markets – Derivative Markets in India.(Theory Only)

Unit-II:

Forward & Future Contracts : Concept – Features – Forward Contract – Future Contracts – Trading in Future Contracts – Comparison between Badla & Futures – Specifications of Future Contracts – Forwards Vs. Futures - Pricing of futures-Yielding no income, known income, known dividend – Hedging strategies using futures (including Problems)

Unit-III:

Options: Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Hedging strategies using options. (Theory Only)

Unit-IV:

Valuation of Options – Factors determining option value – Binomial Option Pricing Model-single period – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – The Greeks of Black Scholes Model. (Including Problems)

Unit-V:

Swaps: Introduction-concept, Nature, Evolution, Features, Major Types of Swaps- Interest Rate Swaps-Currency Swaps-Commodity Swaps-Equity Index Swaps-Credit Risk in Swaps – Credit Swaps – Swaps to manage Risk – Pricing and valuing Swaps (including problems).

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section '_A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section '_B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) Section '_C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

- 1.S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
2. Bishnupriya Mishra & Satya Swaroop Debasish: Financial Derivatives, Excel Books, New Delhi.
- 3.John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
4. G.Koteshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007
- 5.Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008
- 6.ND Vohra & BR Bagri: Futures and Options, Tata McGraw-Hill Publishing Co.Ltd., New Delhi.
- 7.S.S.S.Kumar: Financial Derivatives, PHI Learning Pvt. Ltd., New Delhi, 2008
- 8.D.C. Patwari & Anshul Bhargava: Options & Futures, Jaico Publishing House, Mumbai
- 9.N.R.Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.
- 10.Jayanth Rama Varma: Derivatives and Risk management, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

4.4 (c) PERFORMANCE APPRAISAL & PERFORMANCE MANAGEMENT

UNIT: I

Performance Appraisal: Introduction – objectives – uses – approaches - components – process – benefits and limitations of performance appraisal, Concerns and Issues in appraisal Reengineering Performance Appraisal - Needs for performance planning- Problems of performance appraisal - planning individual performance.

UNIT: II

Measuring performance: Principles of measure-Classification of performance measure- Measurement scale system-Approaches to measure Organizational Performance – Information for measurement purpose.

UNIT: III

Methods for Performance Appraisal: Traditional and Modern methods- Managerial appraisal- Errors in Performance appraisal – Performance Appraisal assessment - Performance Review and feedback - Legal issues - Strategies to improve performance – Responsibilities in performance appraisal – Performance Audit.

UNIT: IV

Conceptual Approach to Performance Management: Need for Performance management in Indian organizations. Determinants of job performance: Person and system factors. Linkage between human resource strategy and organizational performance. Role of personality factors in job performance. Performance planning and role clarity. Key Performance Areas: Performance Targets - Components of effective Performance Management. Performance management cycles.

UNIT: V

Developing and Designing Performance Management Systems: Designing Performance Appraisal as a framework for Performance Management - A realistic model for Performance Management - Using PMS data for HR decisions and performance improvements - PMS and Appraisal practices in India and other Asian countries - Policy and strategy initiatives in improving HR performance.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

1. Ram Kumar Balyan, Vikramender singh Balyan, Suman Balyan: Performance Management A.M. Sharma, seventh revised edition 2011, Personal and Human Resource Management, Himalaya Publishing House.
2. G K Suri, C S Venkata Ratnam, N K Gupta, 2004, Performance Measurement and Management — Excel Books Pvt Ltd.
3. Dinesh K Srinivastava, 2005, Strategies for performance Management — Excel Books.
4. T V Rao, 2006, Performance Management and Appraisal Systems – Response Books.
5. Richard S Williams, 2006, Managing Employee Performance – Thomson Publishers.
6. Agwnis, 2006, Performance Management – Pearson
7. Prem Chadha, 2006, Performance Management – Macmillan India Ltd
8. T V Rao, 2006, Redesigning Performance Appraisal System – Tata McGraw Hills.
9. Editor Mike Walter, 2006, The Performance Management Hand Book : - Jaico Publishing House.
10. King P, 2006, Performance Planning and Appraisal - Tata McGraw Hills.

4.5 SERVICES MARKETING

UNIT-I

MARKETING OF SERVICES --- Introduction --- Growth of the Service Sector-- -The Concept of Service----Nature --- Characteristics of Services-----Classification of Services.

UNIT-II

MARKETING MIX IN SERVICES MARKETING - --The seven Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-III

CONSUMER BEHAVIOUR IN SERVICES----- Search---Experience and Credence property, Customer expectation of services, Factors influencing customer expectation of services, Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction.

UNIT---IV

SERVICE QUALITY—The dimensions of quality-GAP model of service quality---Measuring service quality using SERVQUAL---SERVPERF, Strategies for services marketing. Strategies for dealing with intangibility, inseparability and perish ability.

UNIT – V

MARKETING OF SERVICES WITH SPECIAL REFERENCE TO

- (a) Financial Services
- (b) Health Services
- (c) Hospitality Services(Travel, Hotels and Tourism.)
- (e) Insurance Services
- (f) Communication and IT Services
- (g) Educational Services

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner-The question paper will have three sections. Section ‘A’ shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section ‘B’ will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) Section ‘C’ will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Bhattacharjee, C, “Services Marketing”, Excel books, 2008.
2. Jha.S.M, “Services Marketing”, Himalaya Publishing House, 2011.
3. Rampal.M.K, Gupta.S.L, “Services Marketing—Concepts, Applications, Cases, Glogotia Publishing Company, 2004.
4. Lovelock Christopher, Wirtz Jochen, Chatterjee Jayanta, “Services Marketing—People, Technology, Strategy”, 5th edition, 2007.
5. Ravi Shanker,” Services Marketing—The Indian Perspective”, Excel Books, 2002.
6. Zeithmal.A.Valarie,Bitner Jo Mary,Gremler.D.Dwayne,Pandit Ajay, “Services Marketing—Integrating Customer Focus Across The Firm”,4 th edition, Tata Mc Graw Hill,2008.

4.6 FINANCIAL INSTITUTIONS AND MARKETS

UNIT:I

Financial System: Structure of Indian Financial System- Indicators of Financial Development- Financial System and Economic Development-Regulatory and Promotional Institutions: Functions and Role of RBI-Monetary Policy and Techniques of Monetary Control of RBI: SLR and CRR, Open Market Operations -The Role and Functions of SEBI.

UNIT:II

Banking Institutions: Commercial Banks: Concept and Evolution-Public and Private Sector Banks-Structure and Comparative Performance-Problems of Competition: Interest Rates, Spread and NPAs- Capital Adequacy Norms- Risk Management Practices and Strategies of Commercial bank: Gap Analysis and Asset Liability Management Systems.

UNIT:III

- a. Non- Banking Financial Institutions: Operational Policies and Performance- Growth of Mutual Funds and its Regulation- Insurance Companies: Structure and Investment Pattern of LIC, GIC and other Insurance Companies-Competition and Innovation- Role of IRDA- Challenges of Insurance Sector.
- b. Development Banking: Concept-Evolution- Functions and activities.
- c. Investment Banking: Concept-Functions and activities-Underwriting-Bankers to an Issue- Portfolio Managers-Challenges faced by Investment Bankers.

UNIT:IV

Primary Securities Market: Organization- Structure-Functions of Call Money Market- Government Securities Market-Treasury Bill Market- Commercial Bill Market- Commercial Paper – Certificate of Deposits- Merchant Banking and Underwriting: Role- SEBI Guidelines for Legal and Operational Framework.

UNIT:V

Secondary Securities Market: Organization- Structure-Listing-Trading and Settlement-Stock Market Indices: Uses-Computational Procedure-Problems and Prospects of Indian secondary Market- SEBI and Regulation of Primary and Secondary Securities Markets.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Books:

1. Meir Kohn, "Financial Institutions And Markets", Oxford University Press.
2. Gordon and Natarajan, "Financial Markets and Services", Himalaya Publishing House.
3. Vasant Desai, "Financial Markets and Financial Services, Himalaya Publishing House.
4. M.Y.Khan, "Indian Financial Syatem", Vikas Publishers.
5. L.M.Bhole, ""Financial Markets and Institutions", Tata McGraw Hill.
6. Frank.J. Fabozzi and Franco Modigliani,"Foundations of Financial Markets and Institutions", Pearson.
7. Ronald I.Robinson and Dwayne Wrightsman, "Financial Markets – Accumulation of Wealth", McGraw Hill.
8. Punithavathi Pandian, "Financial Services and Markets", Vikas Publishing House.
9. Bharti nPathak, "Indian Financial System", Pearson.

4.7 TRAINING AND DEVELOPMENT

UNIT: I

Training: Definition – Meaning - Purpose – Objectives – Functions and benefits of Training, Concepts of Education, Training and Development, Performance appraisal and Training needs.

UNIT: II

Training Strategy: Steps in Training Design – Modular approach to program design. Training Methods and Techniques: Factors in the selection of Training Methods – Training Methods. Trainer and Training Styles: Trainers Roles, Personality and Behavior, Attributes of Training Program. Trainer's Styles.

UNIT: III

Evaluation of Training Program: Objectives, Purpose, Criteria, Process, approaches of Training Evaluation - Reasons contributing to Training Evaluation Failures, Evaluation of Training program and Return on Investment - Criteria for measuring Training Success.

UNIT: IV

Training and Development Effectiveness: Factors for effective training - Evaluation of Impact of Training Program – measurement of Trainee behavior before and after training program – steps to maximize the effectiveness of trainee. Training and System Design: Task of training system - dynamics of developing training system – training environment – action research for training.

UNIT: V

Management development program: concept - process – Organizing and implementing management development programs and Executive Development programs - Methods and evaluation of management development and executive development programs – Pre-requisites to effective management development program - Emerging trends in training and development: Computer assisted Training (CAT) - Computer Based Training (CBT) – Technology based training (TBT) - Multimedia Training - E-Learning/Online Learning.

NOTE

1. At least one case study is to be discussed per unit in the class.
2. Instruction for External Examiner: The question paper will have three sections. Section 'A' shall comprise five (5) questions one from each unit out of which the students will be required to attempt all five (5) questions (5x3=15marks). Section 'B' will contain ten (10) questions of internal choice out of which students have to attempt one question from each unit (5x8=40marks) . Section 'C' will contain one CASE STUDY (1x15=15 marks) which will be compulsory.

Suggested Readings:

1. Raymond A Noe: Employee Training and development, TMH, 4/e,2008.
2. Rolf P Lynton, Udai Pareek: Training for Development, Vistaar Publications, 2008.
3. G Pandu Naik: Training and development, Excel Books,2007.
4. P.Nick Blanchard, James Thacker: Effective Training, Pearson Education , 3/e,2009.
5. Stephen P.Robins: Training in Interpersonal Skills, PHI,4/e,2008.
6. R K Sahu: Training for Development: Excel Books,2006.
7. Employee Training And Development - Raymond Noe
8. Every Trainers Handbook- Devendra Agochia
9. Training And Development- S.K. Bhatia
10. HRM-Biswajeet Pattanayak