

## **101 / 101E : Management and Organizational Behavior**

**Unit-I: Introduction to Management and Organisational Behavior** : Concept and Meaning of Management-Management Process and Functions-Managerial Roles-The Individual Management Model-3D Model of Managerial Behavior - MBO - MBWA -Organisational Architecture –Organisational Practices –The Peter’s Principle –Parkinson’s Law Theory- Main Approaches to Organisation, Structure, and Management –Classical, Human Relations, Systems and Contingency Approaches. Models of OB- Autocratic, Custodial, Supportive, Collegial and System Models.

**Unit –II: Individual Processes in Organizations:** Psychological contract - Personality Traits - Key work related attitudes –Individual differences – Nomothetic and Ideographic approaches - Kelly’s Personal construct Theory. The Process of Perception - Organization and arrangement of stimuli - Perceptual illusions - Perceptual distortions and errors. Need based and Process based perspectives on motivation - Motivation and Organizational performance - Content Theories: Maslow, Alderfer, Herzberg, McClelland. Process Theories : Vroom, Porter and Lawler, Equity Theory - Goal Theory - Attribution Theory.

**Unit-III: Interpersonal processes in Organizations** : Communication in Organization - Communication Process - Methods – Barriers - Grapevine. Transactional Analysis. Group Dynamics: Typology of Groups - Conflicts in groups - Working with Diversity - The Nature of Conflict - Reactions to Conflict - A model of Conflict. Leadership Models and Concepts - Trait and Behavioral Approaches to Leadership: Path-Goal Theory, Vroom’s Decision Tree Approach to Leadership- Hersey and Blanchard Model.. Decision Making and Negotiations: Approaches to Decision making -Rational, Behavioral, Practical, and Personal Approaches - Open and Closed Models of Decision Making.

**Unit-IV: Organisational Processes and Characteristics** : Dimensions of Organization structure – Authority, Responsibility, and Accountability – Delegation – Centralisation, Decentralisation, Recentralisation – Line and Staff Relationship - Organization Design -Organization Culture and Organization Effectiveness – Organisation Climate - Stress Management – Business ethics – Corporate Social Responsibility.

**Unit-V: Capability Management** : Structural Components of The People Capability Maturity Model (PCMM) : Maturity levels –Initial, Managed, Defined, Predictable, and Optimizing Levels. Process Areas - Developing Individual Capability - Building Workgroups and Culture - Safing the work force. Uses of PCMM - The Ideal Life Cycle Model for Improvement - Adoption of PCMM and its benefits.

### **Suggested Books :**

1. Harold Koontz and Heinz Weihrich, 2007, Essentials of Management, TMH.
2. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter 2006, Management, Pearson
3. Curtis W. Cook and Phillip L. Hunsaker, 2006, Management and Organisational Behaviour, McGraw-Hill Irwin.
4. Robbins & Judge, 2006, 12<sup>th</sup> Edition, Organisational Behaviour, Pearson/PHI.
5. BillCurtis,WilliamE. Hefley,Sally A Miller, 2006,The People Capability Maturity Model- -Pearson
6. Gregory Moorhead and Ricky W. Griffin 2005, Organisation Behaviour, Biztantre.
7. VSP Rao, V. Harikrishna 2006, Management-Text and Cases, Excel Books.
8. K. Aswathappa, 2006, Organisational Behaviour - Text , Cases and Games, Himalaya Publishing House.
9. Udai Pareek 2004, Understanding Organisational Behaviour, Oxford University Press.
10. LaurieJMullins, 2006, Management & Organizational Behavior, 7ed., Pearson.
11. Robin Finchem and Peter Rhodes 2006, Principles of Organisational Behaviour, Oxford University Press.
12. B.R.Virmani, 2005, Managing People in Organisations, Response Books.

## **102 / 102 E : Managerial Economics**

### **Unit – I: Nature and Scope of Managerial Economics:**

Fundamental economic concepts . Opportunity cost, Discounting principle, Time perspective, Incremental reasoning, Equi.marginal concept. Economics of risk, uncertainty and asymmetric information and market signaling. Role of managerial economics in decision.making.

Managerial Economics and Econometric models:

Optimization – Profit Maximization by total revenue and cost approach.

New Tools for Optimization : Bench Marking and Total Quality Management.

### **Unit – II: Demand & Supply Analysis:**

Concepts, Determinants, Types and Law of Demand – Engel’s law – Cardinal and ordinal approaches - Indifference curve analysis - International convergence of tastes – Budget line – Utility maximization – Expenditure minimization – Income, price and cross elasticities of demand – Relationships between demand, indirect utility and expenditure function – Consumer surplus – Market supply, Market equilibrium and Non.clearing markets theory.

### **Unit – III: Production and Cost Analysis:**

Production function Law of variable proportions and returns to scale. Least – Cost input combination – expansion path – Ridge lines. Economics and diseconomics of scale – Economics of Scope. Learning Curve. Cobb-Douglal and CES production functions. Types and concepts of costs – Cost Control and Reduction. Short-run and Long-run Cost functions. Cost control and Break even Analysis.

### **Unit – IV: Market Structures:**

Price Determination under Perfect Competition, Monopoly , Oligopoly and Monopolistic Competitions – Strategic behavior of firms: Nash equilibrium – Prisoner’s dilemma – Enforcing a cartel – Dealing with cheaters – the advantage of being first . Price and non.price competition: limit pricing, price retaliation, capacity expansion and market saturation –Trigger and Tit for tat . strategic moves – threats, commitments and credibility – Entry deterrence .

### **Unit –V: Macro Economics and Business:**

Nature, Concepts and Measurements of National Income, Determination of National Income, Classical and Keynesian Approaches. Types of Inflation: Demand pull and cost push inflation, Philips curve, Stagflation. Concepts of Economic growth and Development, Harrod – Domar growth model, the role of technical progress in economic development

### **Suggested Books :**

12. Dominick Salvatore, 2006, Managerial Economics in Global Economy, Thomson.
13. Keat, 2007, “Managerial Economics”, 4<sup>th</sup> Edition, Thomson.
14. H.Craig Petersen, W.C. Lewis, S K Jain, 2006, Managerial Economics, Pearson
15. B. Keating, J. H. Wilson, 2006, Managerial Economics , Biz.Tantra.
16. Besank D, etal, 2005, Economic and Strategy ,Wiley.
17. Joel Dean , 2005, Managerial Economics , PHI.
18. Samuelson and Nordhani , 2005, 18<sup>th</sup> Edition, Tata McGraw Hill.
19. Rangarajan C and Dholakiya, 2004 , Principles of Macro Economics, TMH.
20. D.N. Dwivedi, 2006, Managerial economics Vikas
21. Thomas Maurice, 2006 , Managerial Economics, TMH.
22. Suma Damodaran, 2006, Managerial Economics ,Oxford University Press.
23. D.M. Mithani, 2006, Managerial economics – HPH.
24. Hirschey, 2006, “Economics for Managers”, Thomson.
25. Welch, Economics Theory and Practice, 7<sup>th</sup> Edition, Wiley.

## **103 / 103 E : Accounting for Management**

### **Unit – I : Understanding Accounting Cycle :**

Meaning of accounting – Scope of financial accounting, Modern Organizations – Accounting concepts and conventions – their implications on accounting data – Accounting information system – F.A Cost Accounting M.A Accounting Business transactions – classification of accounts – Accounting process – Accounting Cycle – books of prime entry – Ledger – Trial balance – Accounting equation – Static and dynamic view.

### **Unit – II : Understanding Terminal Statements :**

Preparation and presentation of financial statements – Measurement of business income – Profit and Loss account – Distinction between Capital and revenue expenditure – Balance Sheet preparation – impact of Depreciation Methods – inventory Valuation on reported business income – provisions of Indian companies act regarding preparation and presentation of final accounts of companies – Tax Planning – Tax avoidance – Tax evasion. Global financial reporting – Accounting Standards – IAS – GAAP – US-GAAP Standards.

### **Unit – III : Financial Statement Analysis – Ratio Analysis :**

Financial Statement analysis – Ratio analysis classification of ratios – Liquidity, Activity, Profitability, Coverage and Structural ratios – Calculation and interpretation of ratios – Predictive Power of ratios – Advantages and Limitations of ratio analysis – Common Size and Index analysis.

### **Unit – IV : Financial Statement Analysis – Funds flow Analysis :**

Funds flow analysis – Concept of funds – Preparation of Statement showing changes in net Working Capital – Funds from business operations – Statement of Sources and uses of funds – Cash flow Statement – advantages of funds flow analysis.

### **Unit – V : Basics of Costing :**

Cost Concepts – Types of Costs – determinations of cash of products and services preparation of cash sheet – cost heads – Measurement of direct cost and allocation of indirect costs. Joint and By-product costing. Job Costing and Batch Costing.

### **Suggested Books:**

1. Anthony.R.N., Hawkins.D.F., Merchant.K.A., 2007, Accounting – Text and Cases, 12<sup>th</sup> Edition, Tata McGraw Hill, New Delhi – 8
2. Wild.J.J., Subramanyam.K.R., Halsey.R.F., 2007, Financial Statement Analysis, Tata McGraw Hill, New Delhi – 8
3. Pru Marriot, Edwards.J.R., Mellett.H.J., 2002, Introduction to Accounting, 3<sup>rd</sup> Edition, Sage Publications.
4. Atkinson.A.A., Kaplan.R.S., Young.S.M., 2005, Management Accounting, 4<sup>th</sup> Edition, Pearson Education / PHI.
5. Khan.M.Y., Jain.P.K., 2007, Management Accounting – Text, Problems and Cases, 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi – 8
6. Ramachandram.N., Ram Kumar Kakani, 2005, Accounting for Management, Tata McGraw Hill, New Delhi – 8
7. Narayanaswamy, Financial Accounting- A Managerial Perspective, 2<sup>nd</sup> Edition, Pearson.
8. Gupta, 2006, Financial Accounting for Management – An Analytical Perspective, Pearson.

## **104 / 104 E : Marketing Management**

**Unit-I: Basics:** Marketing, Market, Marketing Management, Tasks, Philosophies, Marketing Mix, Marketing Program and Marketing Strategy, 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 - Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand.

**UNIT-III: Marketing Programme:** Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution - Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling.

**UNIT-IV: Consumer Markets:** Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Services Markets-Characteristics, and Strategies.

**UNIT-V: Marketing Organisation and Control:** Types of Marketing Organisation Structures and Factors affecting Marketing Organisation Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing.

### **Suggested Books:**

- 1.Kotler Philip, Keller, Koshy and Jha , 2006, Marketing Management , 12<sup>th</sup> Edition, Pearson Education / Prentice Hall of India.
- 2.Lamb, Hair and Mc Daniel, 2005, Marketing, 8<sup>th</sup> Edition, Thomson Learning.
- 3.Rajan Saxena, 2006, Marketing management, TMH.
- 4.Keith Blois, 2005, Marketing, Oxford University Press.
- 5.Ramaswamy V.S. Namakumari S, 2006, Marketing Management - The Indian Context, Macmillan India Ltd.
6. Perreault, 2005, Basic Marketing, TMH.
7. Subhas C Jain, 2005, Marketing Planning & Strategy, South Western.
- 8.Etjel, Walker & Stanton, 2005, Marketing, TMH.
- 9.David Jobber & John Fahey, 2006, Foundations of Marketing, TMH.

## **105 / 105 E : Statistics for Management**

**Unit - 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.

**Unit - II : Probability Distributions:** Random Variable (RV), Expectation and Variance of a RV Probability function; Continuous and Discrete Probability functions. Discrete Probability distributions–Binomial Distribution, Properties and applications; Poisson Distribution, Properties and applications. Continuous Probability Distributions–Normal Distribution, Standard Normal Distribution, -Properties, applications and importance of Normal Distribution.

**Unit - III : Sampling Theory:** The basics of sampling–Sampling procedures -Random and Non-Random methods–Sample size determination - Sampling distribution, Standard Error. Central Limit Theorem. Hypothesis Testing: Statistical Estimation, Point and Interval Estimation, Properties of a good estimator, Confidential interval. Large Sample tests- Test for one and two proportions, Test for one and two means, Test for two S.D.’s.

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

**Unit - V : Correlation Analysis:** Scatter diagram, Positive and Negative correlation, limits for coefficient of correlation, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, concept of multiple and partial Correlation. Regression Analysis: Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients. Time Series Analysis: Components, Models of Time Series – Additive, Multiplicative and Mixed models; Trend analysis- Free hand curve, Semi averages, moving averages, Least Square methods.

### **Suggested Books:**

1. Levin R.I., Rubin S. David, 2000, Statistics for Management ,7<sup>th</sup> Edition, Pearson/PHI.
2. Gupta S.C, 2004, Fundamentals of Statistics, Himalaya Publishing House.
3. Amir D. Aczel and Jayavel Sounderpandian, 2003, Complete Business Statistics, TMH.
4. J. K Sharma, 2004, Business Statistics, Pearson.
5. Anderson R. David, Sweeney J. Dennis & Williams A. Thomas, 2006, “Statistics for Business & Economics” 9<sup>th</sup> Edition, Thomson.
6. Gupta, S.C.and Kapoor, V.K: Fundamentals of Mathematical Statistics, Sultan Chand & Sons.
7. Murray R. Spiegel and Larry J. Stephens, 1999, Statistics Mc-Graw Hill International editions, Schaum’s outline series.
8. Black Ken, 2006, “Business Statistics for Contemporary decision making,” 4<sup>th</sup> Edition, Wiley.
9. Kanji K. Gopal, 2006, “100 Statistical Tests”, Sage Publications.

## **106 / 301E : Legal Aspects of Business**

**Unit - I : Law of Contracts:** Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent – Legality of Object - Performance of Contract - Remedies for breach of Contract - Quasi Contracts.

**Unit - II : Law relating to Special Contracts:** Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. **Sale of Goods Act** – Distinction between Sale and agreement to sell - Conditions and Warranties. **Negotiable Instruments Act** – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

**Unit - III : Companies Act :** Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - 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 - IV: Consumer Protection Law:** In India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness. **Pollution Control Law** - Air, water, and environment pollution control - Role of public awareness. **MRTP Act** – Restrictive Trade Practices – Unfair Trade Practices.

**Unit - V : Miscellaneous Laws:** Arbitration and Conciliation Act, 1996 – arbitrator’s agreement – reference to arbitrators – appointment and powers of arbitrators – award – conciliation, appointment and role of conciliator – settlement and settlement agreement. Competition Law – Cyber Laws – Law Relating to Intellectual Property Right.

### **Suggested Books:**

1. N.D. Kapoor, 1999, 'Elements of Mercantile Law' , Sultan Chand & Co.
2. Akhileshwar Pathak, 2007, Legal Aspects of Business, 3<sup>rd</sup> Edition, Tata McGraw Hill.
3. K.R. Bulchandani, 2006, Business Law for Management, Himalaya Publishing House
4. V.K. Agarwal, 1988, 'Consumer Protection in India ' , Deep and Deep Publications.
5. Dr. Avtar Singh, 1999, ‘Companies Act’, Eastern Book Company.
6. PPS Gogna, 2006, A Text Book of Company Law, S. Chand.
7. V. Ramakrishna Raju, 2005, Business Laws and Economic Legislations, Himalaya Publishing House.
8. S.N. Maheswari and S. K. Maheswari, 2006, Business Laws, Himalaya Publishing House.

## **107 / 302E : I.T. Application for Management**

### **Unit - I: An Overview of Business and Information Technology & Systems:**

Business in the information age, information systems, computer based information systems, trends in IT evolution, types of information systems- Impact of IT on organizations and jobs.

### **Unit - II: Information Technology Infrastructure:**

Computer Hardware, Software, Managing and Organization of data & information, Telecommunications and networks. The Internet and Intranet.

### **Unit - III: Information Systems Planning and Development:**

Information Systems Planning and Development – Systems Planning, Traditional system development lifecycle (SDLC), alternate methods for system development, dataflow analysis, system development outside the system.

### **Unit - IV: Information Systems Application:**

Intra organizational Information systems- Functional and Enterprise systems, Information systems to support Business functions, accounting & finance, marketing & sales, production & operations management systems, human resources management system. Inter organizational / Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT). E-Commerce Overview- E-commerce Applications, Virtual Corporations, Business Process Re-engineering concept (BPR).

### **Unit - V: Intelligent Systems In Business:**

Artificial Intelligence and Intelligent Systems- Expert systems, other intelligent systems, Intelligent Agents, Virtual Reality, Ethical and Global issues of Intelligent Systems.

### **Suggested Books:**

1. Turban Rainer and Potter – Introduction to Information Technology- John Wiley & Sons, INC.
2. Ralph M. Stair & George W. Reynolds, 2007, Principles of Information Systems, Thomson.
3. Kenneth C. Laudon and Jane P. Laudon, 2006, Management Information Systems, Managing the digital Firm, 9<sup>th</sup> Edition, Pearson Education.
4. ITL Education Solutions Ltd (R & D Wing), Introduction To Information Technology, Pearson Education.
5. Mahadeo Jaiswal & Monika Mital – Management Information Systems – Oxford University Press.
6. Vikas Gupta, Information Technology Course Kit, Comdex.
7. Effy Oz , 2007, Management Information Systems, Thomson.
8. Barbara C. McNurlin and Ralph H. Srague, Information Systems Management in Practice, Low Price Edition, Pearson Education.

## **I.T. Lab**

### **Unit-1: Introductory concepts of MS-EXCEL spreadsheet:**

Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic. Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options.

### **Unit - II: Data And Graphical Options:**

Filling a Series, Sorting data, querying of data. Working with graphs and charts.

### **Unit - III: Advanced Options of MS-EXCEL:**

- a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc.
- b) Financial Tools – use of Financial Functions such as NPV, IRR etc.
- c) Date Functions
- d) Building Simple Macros.

### **Unit -IV – Introduction to MS-ACCESS:**

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and displaying data. Creating & querying using forms. Creating & printing reports and labels.

### **Unit - V: Advanced Options of MS-ACCESS:**

Creating and Viewing simple applications- Building of Macros- Transfer of data between Excel & Access.

### **Suggested Books :**

4. P.K.Vishwanathan, 2003, Business Statistics, An applied orientation” Pearson.
5. Levine M. David, Stephan David, Krebbiel C Timothy and Berenson L Merk, 2006, “Statistics for Managers using Microsoft Excel, 4<sup>th</sup> Edition, Pearson / Prentice Hall of India.
6. Albright , 2006, Data Analysis and Decision Making using MS-Excel, Thomson.
7. Ruzbeh J. Bodhanwala, Financial Management using MS-Excel Spread Sheet , Taxman’s.



## **201 / 201E : Human Resource Management**

### **Unit – I: Human Resource Management:**

Gaining a Competitive advantage – Responsibilities and Roles HR Departments perform – Changing nature of the HRM function – Competitive Challenges influencing HRM – Meeting competitive challenges through HRM practices – HRM and Competency Building – HRM and Change Management – HR as a Strategic Business Partner - The role of HR in providing Sustainable competitive advantage.

### **Unit – II : Human Resource Process :**

Objectives and Process – Job Analysis and Design -Acquisition and preparation of HR - Selection and placement process – Types of interviews – Effectiveness of Interviews - Socialising, Orienting, and Developing Employees. Employee Training – Determining Training needs – Training approaches – Employee Development – Job shadowing – Employee Development Methods – Evaluating Training and Development Effectiveness.

### **Unit – III: Managing Careers:**

Career Development versus Employee development – Career Development - Value for the organization and individual – Career stages – Career Choices and Preferences – Holland Vocational Preferences Model – The Schein’s anchors – Myers Briggs Typologies - Mentoring and Coaching.

### **Unit – IV: Performance Management:**

An organizational model of Performance Management (PM) – Purposes of Performance Management – Performance Measures criteria – Approaches to measuring performance – Performance Appraisal Methods – Performance feedback – Performance Management.and Pay, Performance Management for Teams.

### **Unit – V: Contemporary Issues in HRM:**

Work Life Balance – Diversity Management – Talent Management – Quality of Work Life - HR issues in Mergers and Acquisitions – e-HR – Competency Mapping - Employer Branding – Employee Branding \_ HR Scorecard – Whistle blowing Policy – Industrial Relations Dynamics – Outsourcing – Implication of Globalization to HRM Function and Functionaries.

### **Suggested Books:**

1. Bohlander, 2006, Human Resource Management, 10<sup>th</sup> Edition, Thomson.
2. Dessler Gary, 2006, Human Resource Management, 10<sup>th</sup> Edition, Pearson / Prentice Hall of India.
3. Mondy, 2007, Human Resource Management, 9<sup>th</sup> Edition, Pearson Education.
4. Wayne F. Cascio 2006, Managing Human Resources, TMH.
5. Aswathappa, 2006, Human Resource Management, 4<sup>th</sup> Edition , TMH.
6. Desimone, 2007, Human Resource Development, 10<sup>th</sup> Edition, Thomson.
7. Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright: Human Resource Management, Tata McGraw Hill.
8. Decenzo A.David and Stephen Robbins – Human Resource Management, John Wiley & Sons.
9. Jyothi P. and DN Venkatesh – 2006, Human Resource Management, Oxford University Press.
10. VSP Rao 2006, Human Resource Management, Text and Cases, Excel Books.

## **202 / 202E : Business Environment**

### **Unit – I : Business Environment and Analysis :**

Nature, Composition and Scope of Business Environment. Business Environment. Analysis of Indian Economy , National Income, Saving and Investment Components, Industry, Agriculture and Tertiary Sectors, Profile of emerging industries, - IT and Biotech etc. Govt. and Business – role of Public Sector in the economy.

### **Unit – II : Indian Financial System :**

Evolution and current structure. Elements of Financial System – markets, institutions and environment. R.B.I, Banking and Non-banking Institutions – their functions and role in the Money Market. Components of Capital market – Primary, Secondary, debt and equity market. Problems and prospects of Indian Capital market. Role of SEBI. Foreign Exchange market - FEMA.

### **Unit – III : Economic Policies of India :**

Industrial Environment and Policy Role of SSUs, and MMcs, MRTP and competition Law. Public Sector Reforms and Disinvestments Policy. Foreign Investment Policy, Trading environment and EXIM Policy , Recent trends in Regulatory Frame Work in respect of Insurance, Telecom, Power Sector and Banking.

### **Unit – IV : Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy :**

Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization – Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

### **Unit – V : Economic Survey and Union Budget :**

Taxation environment – Direct and Indirect Taxes – MODVAT, CENVAT and Value added Tax. Current Economic Survey and budget as instruments of indicative planning.

### **Suggested Books :**

1. Shaikh Saleem , Business Environment, Pearson Education.
2. Justin Paul, 2006, “Business Environment”, McGraw Hill Companies.
3. Dutta & Sundaram, 2006, Indian Economy, S.Chand & Co., New Delhi.
4. Misra. S.K., & Puri V.K., 2006, Indian Economy, Himalaya Publishing House, Mumbai.
5. Khan. M.Y. 2007, Indian Financial System, 5<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi.
6. Meir Kohn, 2007, Financial Institutions and Markets, 2<sup>nd</sup> Edition, Oxford University Press, New Delhi.
7. Conklin.D.W., 2006, Cases in Environment of Business – International Perspectives, The Ivey Casebook series, Sage Publications.
8. Suresh Bedi, 2004, Business Environment, Excel Books , 1<sup>st</sup> Edition, New Delhi.
9. K. Aswathappa, 2006, “Essentials of Business Environment”, HPH.

## **203 / 203E : Financial Management**

### **Unit – I : The Finance function :**

Nature and Scope. Evolution of finance function – The new role in the contemporary scenario – Goals of finance function – maximizing vs. satisfying (School); Profit vs. Wealth Vs. Welfare ; the agency relationship and costs – The new debate on maximizing – Vs- satisficing. Wealth maximization and Risk-Return trade off.

### **Unit – II: The Investment Decision:**

Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow Data. Using Evaluation Techniques – Traditional and DCF methods. The NPV vs. IRR Debate. Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficients , Probability tree approach – Sensitivity analysis.

### **Unit – III: The Financing Decision:**

Sources of finance – a brief survey of financial instruments. 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. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner – The basic dividend theorems for valuation. Dividend policies of Indian Companies.

### **Unit – IV: Current Assets Management :**

Concepts and characteristics of working capital. Factors determining the working capital. Estimating working capital requirements. Working capital policy. Management of current assets – Cash, Receivables and Inventory. Cash budget, Receivables policy, Credit terms – Financing current assets – Customers credit. Short term bank finance – Bank norms for working – Capital financing.

### **Unit – V: Corporate Restructures:**

Corporate Mergers and acquisitions and take-overs – Types of Mergers – Economic rationale for Mergers, motives for mergers, Financial Evaluation of Mergers – different approaches for valuation..

Corporate Value based management systems – Approaches – Principles of good corporate Governance.

### **Suggested Books:**

1. Richard A Brealey et al., 2007, Principles of Corporate Finance, Tata McGraw Hill
2. Gitman.L.J., 2006, Managerial Finance, 11<sup>th</sup> Edition, Pearson Education.
3. Brigham, E.F. and Ehrhardt.M.C.,2006 , Financial Management Theory and Practice, 10<sup>th</sup> Edition, Thomson South-Western.
4. Vishwanath.S.R., 2007, Corporate Finance: Theory and Practice, 2<sup>nd</sup> Edition, Response books, Sage Publications.
5. Bruner.R.F.,2007, Case Studies in Finance, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi-8.
6. Prasanna Chandra, 2006, Financial Management Theory and Practice, 6<sup>th</sup> Edition, Tata McGraw Hill.
7. I.M. Pandey : Financial Management, Vikas Publishers.

**Unit – I: Meaning and importance of marketing research:** Marketing information system - Marketing decision support system. Research design Introduction to design of experiments - Exploratory, causative, conclusive and experimental designs.

**Unit – II: Marketing research process :** Sources and methods of gathering marketing information - Respondents, Experiments, Simulation (as a source of Data Generations) and Panels.

Measurement and scaling - Concept of measurement and scaling – Types of Scales - Nominal , Ordinal, Interval and Ratio Scales - Thurstone's, Likert's, Guttman's, Semantic differential, Attitude scales. Reliability and validity of a scale.

**Unit – III: Decision Making Tools:** Decision Theory-Decision making under certainty, Risk, uncertainty, Criteria of Decision making-Pessimism, Realism, Optimism, Regret, Equiprobable, EMV, EOL, Cost and value of information, Determination of EVPI. Utility as a criteria of Decision Making.

Decision tree analysis - Decision Tree- Sequential decision making

Design of questionnaire- Should design Five to Six Questionnaires covering different areas of Business, interview schedule,

Sampling and Sample size determination.

**Unit - IV: Non-Parametric Statistics in Research:** McNemar, Sign Test –One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney, Kolmogorov - Simronov, Kruskal –Wallis tests.

Markov Analysis- Brand switching and loyalty, Transition probability matrix, Steady state probability.

**Unit – V: Multi-Variate analysis:**

**Multiple Regression** (Numerical with two independent variables)

**Cluster analysis-** Objectives, Concept, Cluster analysis Model, statistics associated with Cluster analysis, Conducting Cluster analysis and determination of number of Cluster, applications.

**Factor analysis-** Objectives, Concept, Factor analysis Model, statistics associated with Factor analysis, Conducting factor analysis and determination of factors, applications.

**Discriminant (linear two group) analysis-** Objectives, Concept, Discriminant analysis Model, statistics associated with Discriminant analysis, applications.

**MDS-** Objectives, Concept, Statistics and terms associated with MDS, Conducting MDS, Determination of Number of dimensions, labeling the dimensions, Assumptions and limitations of MDS.

**Conjoint analysis** – concepts, Statistics associated with conjoint analysis, Selection of the procedure and conducting analysis, Assumptions and limitations.

**Research report** - preparation - and presentation - Oral and written presentation.

**Suggested Readings:**

1. Malhotra, K.Naresh, 2005, Marketing Research- An applied orientation, 4<sup>th</sup> Edition, Pearson education / Prentice Hall of India.
2. Burns and Bust 2006, “Marketing Research”, 2<sup>nd</sup> Edition, Pearson.
3. Green E. Paul, Tull S.Donald & Albaum, 2006, Gerald: Research for Marketing Decisions-PHI, 6<sup>th</sup> Edition, PHI.
4. Zikmund , 2006, “Exploring MR”, Thomson, 9<sup>th</sup> Edition.
5. Cooper R. Donald and Schindler S. Pamela, 2006, “Business Research Methods”, 9<sup>th</sup> Edition, McGraw Hill.
6. Saunders.M Lewis P & Thornhill A, 2005, Research Methods for Business Studies, 3<sup>rd</sup> Edition. PearsonEducation,

## 205 / 205E : 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, Exceptional cases.

### Unit - II: Solution to LPP Simplex Method:

(Maximisation and Minimisation) Degeneracy, Dual: Dual formulation, Solution of dual, Economic interpretation of dual, and Sensitivity analysis.

### Unit - III: Transportation Problem (TP):

Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, 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, Travelling salesman problem, Managerial applications of AP and TSP.

### Unit - IV: Network Analysis:

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

PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

Network flow problems, Maximum flow- Minimum cut theorem. Ford and Fulkerson's Algorithm for obtaining Maximum flow.

Spanning Tree, Minimal spanning tree.

### 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.

**Game Theory:** concepts, saddle point, Dominance, Zero-sum game, two, three and more persons games, analytical method of solving two person zero sum games, graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  games.

**Simulation:** Process of simulation, Applications of simulation to different management problems.

### Suggested Books:

3. N.D. Vohra, 2001, Quantitative Techniques in management, Tata Mc-graw Hill, 2<sup>nd</sup> edition.
1. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, 2007, Quantitative analysis for management, 9<sup>th</sup> Edition, Pearson / PHI.
2. A. Ravindren, Don T. Phillips and James J. Solberg, 2000, Operations Research Principles and Practice, John Wiley and Sons, 2<sup>nd</sup> edition.
3. J.K. Sharma, 2005, Operations Research Theory and Applications, Macmillan.
4. Pannerselvam, R, 2006, Operations Research, 3<sup>rd</sup> Edition, PHI.
5. Hamdy A. Taha, 2002, Operations Research -An introduction, Pearson Education, 7<sup>th</sup> Edition / Prentice Hall of India.

## **206 / 401E : Operations Management**

### **Unit - I : Introduction to Operations Management:**

Definition of Operations Management, evolution of Production Management as Operations Management.- Role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies. Project, Job Shop, Assembly and Continuous - Inter Relationship between product life cycle and process life cycle.

### **Unit – II: Scheduling and control of production operations:**

Control procedures and devices. 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

### **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.

### **Unit - IV : Materials Management:**

Need use and importance of Material management-Materials Requirement Planning-Materials Budgeting- Techniques for prioritization of materials-Sources of Supply of Materials -election, evaluation and Performance of suppliers-make or buy decisions and its implications under various circumstances Vendor rating - determinants of vendor rating

### **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.

### **Suggested Books:**

- 1) Stevenson J. William, 2007, Operations Management, 9<sup>th</sup> Edition, TMH.
- 2) Hanna, D.Mark & Rocky Newman, W, 2001, Integrated Operations Management-Adding value for Customers, PHI,
- 3) Aswathappa K. and Sridhara Bhat, 2003, Production and Operations Management, Himalaya Pub. House.
- 4) Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9<sup>th</sup> Edition, Pearson Education / Prentice Hall of India.
- 5) Everett.Adam, Jr. and Ronald J. Elbert, 2003, Production and Operations Management Concepts, Models and Behaviour, 5<sup>th</sup> Edition, PHI.
- 6) Edward M. Knod and Richard J. Schonberger, 2001, Operations Management meeting customers demands, Mc Graw hill international, 7<sup>th</sup> Edition.
- 7) Kanishka Bedi, 2005, Production and Operations Management, Oxford University Press.
- 8) Chary, S.N, 2003, Production and Operations Management, Tata McGrawhill, 2<sup>nd</sup> Edition.
- 9) Heizer Jay & Render Barry, 2007, Operations Management, Pearson Education, 8<sup>th</sup> Edition.
- 10) Russel S. Roberte, Taylor W. Bermara, 2005, “Operations Management”, 5<sup>th</sup> Edition, Wiley.
- 1) Gaitter Normal & Frazier, 1999, “Operations Management”, 9<sup>th</sup> Edition, Thomson.
- 2) Klassen D Robert and Menor J. Larry, 2006, “Cases in Operations Management”, Sage Publications.

## **207 / 402E : TECHNOLOGY AND BUSINESS**

### **Unit - I: Introduction to E-Business:**

*E-Business an Introduction* – Differences between e-business & e-commerce – Types of e-commerce (B2C, B2B, C2C, B2G) – status, benefits & limitations of e-commerce. *Beyond e-commerce*: Intelligent e-business, problems with conventional e-business systems, customer centricity and operation excellence in planning and execution.

### **Unit - II: E-Marketing and Advertising:**

E-Marketing – Overview of Electronic marketing structure, Business models of electronic marketing, Electronic intermediaries, Electronic departmental stores, Consumer perspective model. Web Advertisement- Advertisement in e-commerce, Advertisement methods, Advertisement strategies, Economics & Effectiveness of Internet advertisement.

### **Unit - III: Electronic Payment Systems:**

Electronic Payment Systems- Types of EPS, e-cash, e-cheques, smart card, credit card, electronic wallet, debit card. Security schemes in Electronic Payment Systems.

### **Unit - IV: Customer Relationship Management:** Customer Relationship Management-Fundamentals of CRM, call center as hub, centralized customer support.

e-commerce relationship among traders and partners, e-business infrastructure, Online banking, e-procurement, e-marketing, e-Auctions, e-Publishers, Digital documentation.

### **Unit - V: Ethical, Legal & security issues in e-business:**

Legal and ethical issues- an overview, protecting privacy, protecting IPR, taxation & encryption issues, consumer and seller protection in EC, Managerial issues. Securing the e-business- Need of Security, potential exposures: Virus, Hacking, Spoofing and Sniffing, Line tapping and data mining. Designing for Security – physical security, user names and passwords, securing data and securing code. Legal frame work in India.

### **Suggested Books:**

1. H. Albert Napier et al., 2007, Creating a Winning E-Business, Thomson.
2. David Ferries and Larry Whipple, Building an Intelligent E-Business, PHI.
3. Efraim Turban, Tae Lee, David King & H. Micheal Chung, Electronic Commerce –A Managerial Perspective – Pearson Education Asia.
4. Ravi Kalakota & Andrew Whinston, Electronic Commerce– a Manager’s guide, Pearson Education Asia.
5. Randhiv Mehra, Getting to Transformation- A Manager’s Guide – Macmillan India.
6. Gary P. Schneider, Electronic Commerce, Fourth Edition, Thomson Course Technology.
7. CSV Murthy, e-commerce–Concepts, Models & Strategies, Himalaya Publishing House.
8. Papazoglou P. Michael and Ribbers Pieter M.A., 2006, “e-business Organisational and technical foundations”, Wiley.
9. Kalakota R, 2006, E-Business Road help for Success, Pearson Ed.
10. Kaulesh K. Bajaj and Debjani Nag , E-Commerce, The cutting Edge of Business- 2<sup>nd</sup> Edition-TMH.

## **301 / 303E : Strategic Management Accounting**

### **Unit – I : Introduction to Management Control :**

Management accounting – Scope – Strategic importance – nature and characteristics of Management Control system. Cost behaviour and decision making – Fixed and variable costs – C.V.P analysis – Concept of break even analysis – Uses for decision making – Optimisation of product mix – Make or buy – Capacity Utilisation – Plant shutdown – Key factor analysis.

### **Unit – II : Accounting for Control :**

Standard costing – Concept and purpose of standards – types of standards – Standard setting – Variance analysis – Budgetary control – Meaning & purpose – Component of effective budgeting program – Performance budgeting – Zero based budgeting – Concept – Importance and relevance.

### **Unit – III : Responsibility Accounting :**

Responsibility Centres – Need for divisionalisation – types of responsibility centers – Performance reports – responsibility accounting – Behavioural aspects – Segmented Performance evaluation – Transfer Pricing.

### **Unit – IV: Activity based Costing and Customer account profitability analysis :**

Activity based costing systems – tracing costs from activities to products and services – Activity based Management – Activity Cost drivers – Activity based Costing VS traditional costing. Customer account profitability analysis – Meaning and need for CAP analysis – Managing Customer Profitability Managing Relationships – Customer Costs in Service Companies.

### **Unit – V : Strategic decisioning for Product life cycle and Competitor analysis :**

Product life cycle costing – PLC assessment – Cost assessment – Pricing and evaluation criteria for products at different stages of PLC. Using ABC for analyzing Customer Profitability Competitor accounting – Concept and Importance – Sources of Competitor information – Competitive pricing and bidding. Target Costing and Cost analysis for Pricing decisions.

### **Suggested Books :**

1. Hansen & Mowen, 2003 – Cost Management – Accounting and Control, 4<sup>th</sup> edition, Thomson South - Western
2. Anthony. R.N., Hawkins. D.F. and Merchant K.A., 2007, Accounting-Text and Cases, 12<sup>th</sup> edition, Tata Mc Graw Hill Co., New Delhi.
3. Atkinson. A.A., Kaplan. R.S., and Young S.M., 2005, Management Accounting, IV edition, Pearson/ Prentice Hall of India.
4. Khan M.Y., and Jain. P.K., 2007, Management Accounting – Text, Problems and cases, IV edition, Tata Mc Graw Hill, New Delhi.
5. Hilton. R.W., 2005, Managerial Accounting, VI edition, Tata Mc Graw Hill, New Delhi.
6. Coombs.H., HOobbs.D., Jenkins.E., 2005, Management Accounting – Principles and Applications, Sage Publications.
7. Anthony.R.A., Vijay Govindarajan., 2007, Management Control Systems, Tata McGraw Hill Company, New Delhi -8
8. Ward.K., 1992, Strategic Management Accounting, Butterworth.
9. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, 2006, Cost Management-A strategic emphasis, Tata McGraw Hill.
10. James Jiambalvo, 2004, Managerial Accounting, John Wiley & Sons, inc-
11. Colin Daury, 2004, Management and Cost Accounting, Thomson Publishers.



## **302 / 304E : TOTAL QUALITY MANAGEMENT**

### **Unit-I: TQM- History and Evolution:**

Core concepts, Definition, Frame work, Learning's from Quality Gurus – Shewhart, Deming, Juran, Feigenbaum, Ishikawa, Crosby, Conway, Imai Taguchi.

Customer satisfaction, customer satisfaction model, Customer satisfaction measurement, Customer perception of quality, Service quality, Customer satisfaction determinants, Continuous process improvement, PDCA cycle.

### **Unit – II: Tools for Quality:**

Bench marking, quality function deployment(QFD), quality by Design, FMEA, Total Productive Maintenance, ISO- 9000, ISO -14000, COPC – 2000.

### **Unit – III: Management Tools**

Management Tools: Forced field analysis, Affinity diagram, AQL, Deming wheel, Poka-yoke, Gantt Charts, JIT, Kaizen, Pareto analysis, Quality Circles, Cost-benefit analysis, Flow charts, Run and control charts, Check sheets, Histogram, Scatter diagrams, Cause and Effect analysis, Process simulation.

Taguchi methods-Quality loss function, Orthogonal arrays, Signal to noise ratio, parameter design, Tolarence design.

### **Unit – IV: Six Sigma:**

Definition, Competitive advantages, Setting business metrics, Implementation of six sigma, core of six sigma, Design for six sigma (DFSS) and Tools.

**Unit – V: Business Process Reengineering:** Introduction, principles and methods, Methodology for Reengineering business, the matrix of change, process Reengineering, Measurement issues, Redesign organisation for time based management, creating customer value, reengineering for revenue, Beyond Reengineering, Operational aspects, Reengineering methodologies and tools, creating robust work processes.

### **Suggested Books:**

1. Dale H. Besterfield, Carol Besterfield-Michna, Glan H Besterfield and Mary Besterfield-sacre, 2006, Total Quality Management; 3<sup>rd</sup> edition, PHI / Pearson.
2. Sunil Sharma: Total Engineering Quality Management, Macmillan India Ltd. 2003.
3. Gopalan, MR & Bicheno John: Management guide to quality and productivity, 2<sup>nd</sup> Edition, Biztantra, 2005.
4. Evans R.James, Total Quality Management organization and strategy, 4<sup>th</sup> Edition, Thomson
5. Pande PS, Neuman, RP & Cavanagh RR: The Six Sigma Way, TMH, 2<sup>nd</sup> Edition, 2003
6. Dey, BR., Business Process Reengineering & Change Maangement, Biztantra, 2005.
7. Mukargee P N , 2007, “Total Quality Management”, PHI.
8. Greg Brue; "Six Sigma for Managers", TMH, 2002.
9. Gryra M. Frank, 2007, “Quality Planning and analysis from product development through use”, 5<sup>th</sup> Edition, TMH.
10. Peppard Joe and Rowland Philip, 2002, The essence of Business Process Re-engineering, PHI.
11. Sridhar Bhat K, 2007, “Total Quality Management”, Himalaya Publishing House.
12. Poornima M Charantimath: Total Quality Management, Pearson, 2003.
13. Kanji Gopal K and Asher Mike, “100 Methods for TQM”, Response.

## **303 / 501E : Global Business**

### **Unit - I: Global Imperative:**

An overview – International Business : A global perspective. Internationalization Process – Stages in International Business – Approaches to International Business. The World of International Business: Regional and Global Strategy – The Multinational Enterprise – The Triad and International Business.

### **Unit - II: Global Business & National Regulation:**

Rationale for Government Intervention – Forms of Trade Regulation at National Level - 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.

### **Unit - III: Global Business and Multilateral Regulation of Trade and Investment:**

Basic Principles of Multilateral Trade Negotiations – GATT and its early Rounds – World Trade Organization – Structure and functions – TRIMs & TRIMs - WTO & India – UNCTAD.

### **Unit - IV: Global Business and Entry Strategies:**

Global Market Entry Strategies – Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Ownership Strategies: Strategic Alliance – Types of Strategic Alliances – Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance – Corporate Self Analysis - Intelligent Alliances & Corporate life Cycle - Corporate Personality Types and Individual Managers Personality Types and project personality Types. Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

### **Unit - V: Managing Global Business:**

Strategy and Global Organization -Global Strategic Planning – Going Global and Implementing Strategies – Designing Effective International Organizations. Spanning Borders for Cross-Cultural Management: Cultural Dimensions of International Management – Intercultural Communications – Intercultural Negotiations. Human Resources Management in Global Context: Human Resources - Staffing, Training and Development – Managing Expatriates - International Labor Relations.

### **Suggested Books:**

1. Richard M. Hodgets & Fred Luthans 2006, International Management, T MH.
2. Michael R. Zinkota, Ilkka A Ronkainen, Michael H. Moffet 2002, International Business, Thomson – Southwestern.
3. John D. Daniels & Lee H. Radebaugh, 2006, International Business, Pearson Education.
4. John B. Cullen, 2005, Multinational Management – A strategic Approach, Thomson.
5. Alan M. Rugman, Richard M. Hodgettes, 2004, International Business, Pearson / PHI.
6. Chary S.N., 2006, Elements of International Business, John Wiley.
7. Shajahan. S, 2006, International Business, MacMillan.
8. Larrain Seigal , 1996, International Business, Times Business Random House, New York.
9. David H. Holt and Karen W. Wigginton, 2005, International Management, Thomson.
10. Manab Thakur, Gene E. Burton and B N Srivastava, 1997, International Management, Concepts and Cases, Tata McGraw Hill.
11. Subba Rao, 2007, International Business, Himalaya Publications.

## **401 / 601E : STRATEGIC MANAGEMENT**

### **Unit: I :**

Strategic Management, Developing a strategic Vision, Mission Statement, Establishing objectives, the concept of strategic Intent, Crafting a Strategy.

### **Unit: II :**

The external environment - opportunities, threats, Industry Competition, Competitor analysis, the internal environment - Resources, capabilities and core competencies.

### **Unit: III:**

Strategy and Competitive advantage - Generic Strategies, Co-operative strategies, Merger and Acquisition strategies, Vertical integration strategies, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, BPO, LPO, Health care BPO's HR outsourcing, Emerging and changing environments for outsourcing.

### **Unit: IV:**

Tailoring strategy to fit specific industry and company situations - Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner - up firms, weak and crisis ridden Business. Diversification Strategies.

### **Unit: V :**

Corporate Governance, Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship.

### **Suggested Books:**

1. Thompson and Strickland, 2005, Crafting and Executing Strategy-Concepts and Cases, TMH.
2. M.A.Hitt, R D Ireland and R E Hoskisson, 2005, Strategic Management Competitiveness and Globalization, South Western Thomson – Learning.
3. Ramaswamy & Namakumary, 2001, Strategic planning and Corporate Strategy, Macmillan India,
4. G.Saloner, A Shepa J. Podolny, 2001, "Strategic Management", John Wiley.
5. Wheelen and Hunger, 2001, "Strategic Management and Business Policy", Pearson Edn.
6. Mintzberg H, 2005, Strategy Safari, Pearson education.
7. Pearce and Robinson, 2005, Strategic Management, TMH.
8. Banerjee, 2005, Corporate Strategies, Oxford University Press.
9. HBR on corporate Strategy - HBSP - 1999.
10. HBR on Strategy for Growth - HBSP - 1998.
11. Stuart L Hart, 2005, The unlimited Business Opportunities in solving the World's Most Difficult Problems, Wharton-Pearson ed.
12. Robert Mittelstaedt, 2005, Will Your Next Mistake Be Fatal? Wharton-Pearson Ed.
13. R.A.Burgelman, M.A. Maidique and S C Wheel Wright, 2001, Strategic Management of Technology and Innovation, McGraw - Hill Edn.
7. Jauch, Gupta and Glueck, 2005, Business Policy & Strategic Management, frank Bros & Co.
8. Day & Reibstein, 2005, Dynamic Competitive Strategy, Wiley India.
9. Dranove D & Marciano S, 2005, Kellogg On strategy, Wiley India.
10. Robert A Pitts and David Lei, 2006, Strategic Management-Building and

## **402 / 404E : Supply Chain Management**

### **Unit - I: Introduction to Supply Chain Management:**

Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain, Global Supply Chain Management, EDI, Problems of complexity confronting supply chain Management, The role of Modeling. Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain,

### **Unit - II: Logistics Management:**

Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics. Transportation in supply chain, factors affecting transport selection. Role of Handling in SCM, Role and importance of Handling systems, Selection of Handling systems, Breakdown pattern analysis, Spare parts and Equipment Maintenance.

### **Unit - III: Sourcing:**

Sourcing of material, Global sourcing - issues, Problems. e-Procurement, Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.

### **Unit - IV: Strategic Issues in Supply Chains:**

Lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain, Modeling and optimization in supply chain.

### **Unit - V: Retailing and supply chain Interface:**

Retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID, Bar coding. Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers and Customers and employees.

### **Suggested Books:**

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

## **403 / 403E : 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 – Types of Entrepreneur - Intrapreneur – 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 Entrepreneurship Development Programmes (EDPs) – 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.

### **Unit – IV: Institutional Finance to Entrepreneurs:**

Commercial Banks – Other Financial Institutions such as IDBI, IFCI, ICICI, IRBI, LIC, UTI, SFCs, SIDCs, SIDBI, and EXIM Bank ; Need for Institutional support to Entrepreneurs – Role of NSIC, SIDO, SSIB, SSICs, SISI, DICs, Industrial Estates, Specialized Institutions, and TCOs.

### **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.

### **Suggested Books :**

1. S.S. Khanka, 2007, Entrepreneurial Development, S. Chand & Co. Ltd.
2. Vasanth Desai, 2007, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Millenium Edition.
3. Dr. Vasant Desai, 2006, Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
4. A. Sahay and A. Nirjar, 2006, Entrepreneurship, Excel Books.
5. S.R. Bhowmik and M. Bhowmik, 2007, Entrepreneurship, New Age International.
6. David H. Hott, 2004, Entrepreneurship New Venture Creation, PHI.
7. Poornima. M Charantimath, 2006, Entrepreneurial Development and Small Business Enterprises, Pearson Education.
8. Morse.E.A., Mitchell.R.K., 2006, Cases in Entrepreneurship, Sage Publications.
9. Donald G. Kuratko and Richard M. Hodgetts, 2006, Entrepreneurship, Thomson.
10. Raj Agrawal, 2005, Business Environment, Excel Books.

## ELECTIVES

### 304 / 502E (F) Financial Risk Management

#### **Unit- I : Introduction to Risk Management :**

The concept of risk, Nature and scope of risk, degree of risk, types of risk – Product market risk and capital market risk, risk management tools, need for risk management. Risk Management Process. An integrated approach to corporate risk management. Risk management approaches and methods.

#### **Unit – II : Measurement and Management of Risk :**

Value at risk (VaR): The concept, computation, stress testing, back testing.

Cashflow at risk (CaR): VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR.

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Management of interest rate risk, liquidity risk, credit risk and exchange risk.

#### **Unit – III : Techniques and Tools of Risk Management :**

The concept and major types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns.

**Forward contracts:** Definition, general concepts, pay-off's and forward rate agreements.

Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk.

Valuing forward contracts.

**Futures contracts:** Definition. Clearing house, margin requirements, marking to the market.

Basis and convergence in futures contracts. Differences between forward contracts and futures contracts. Individuals, speculators, hedgers, arbitrageurs and other participants in futures industry. Risk management with Futures contracts – the hedge ratio and the portfolio approach to a risk – minimizing hedge

#### **Unit – IV : Swaps :**

Definition, types of swaps. Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising interest rates, hedge against risk of falling interest rates. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Types of Currency Swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

**Options:** Definition of an option, call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium: intrinsic value and time value. Pricing of call and put options at expiration and before expiration. An overview of Index options, Foreign exchange options, Futures options and Swaptions. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions and extensions of BSOPM on securities paying known, discrete dividends and a continuous dividend stream. The relation between BOPM and BSOPM. Using caps, floors and collars to manage risk.

#### **Unit – V : Practice of Risk Management & Risk Reporting:**

Cases of Barrings, Orange County, Herstatt Bank, LTCM and Enron. The operational risk of risk management. Diagnosis of risk measure. The current regulatory environment – Basel – II, SFAS – 133 and 138. Risk reporting process – internal and external. Corporate level, business unit level and desk level risk concentrations. Role of position feeds and market data in risk reporting. Characteristics of good risk report.

### **Suggested Books :**

- 1) Financial Risk management, Dun and Bradstreet, TMH-2007, Delhi.
- 2) Risk Management & Derivatives, 2003, Rene. M. Stulz, Thomson Southwestern.
- 3) Derivatives Valuation and Risk Management, David. A. Dufresne & Thomas. W. Miller, Jr., Oxford University Press-2003.
- 4) Options, Futures and Other Derivatives, John C. Hull, 6<sup>th</sup> edition, Pearson Education / Prentice Hall of India.
- 5) Asset Liability Management, Ravi Kumar, Vision Books Pvt. Ltd.
- 6) Risk Management Problems & Solutions, William H. Beaver & Georse Parker, McGraw Hill – 1996.
- 7) Risk management and Insurance, Harrington and Niehaus, TMH – 2006, New Delhi.
- 8) The Economist Intelligent Unit - 2000 , Strategic Financial Risk Management, University Press.
- 9) Rejde.G.E., 2001, Principles of Risk Management and Insurance, 7<sup>th</sup> Edition, Pearson Education.
- 10) Marc Lore, Lev Borodovsky, 2001, The Professionals Handbook of Financial Risk Management, Bulterworth.

## **304 / 502E (M): Product Management**

### **Unit - I : Product Decisions:**

Product Mix, product line, packaging, branding, Product Modification and Deletion. Product Strategy and Planning. New Product Development: Innovation and New Product Development (NPD) , Theories of NPD, Models of NPD, Generic Product Development Process.

### **Unit - II: Product Market Evolution:**

New Product Introduction. Growth Strategies Intensive, Interactive, Diversification. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis, Conjoint based product portfolio and performance matrix. Product and other related life cycles.

### **Unit - III : Product Modification and New Product Introduction:**

Idea generating device. Role of R&D. Product Maps, Market Maps and Joint Space Maps. Idea Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype. Product Positioning-Repositioning Strategies.

### **Unit - IV: Market Segmentation:**

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Expectancy Value models, Preference Regression, Conjoint analysis, PERCEPTOR model and Defender model, DESIGNR, STRATOP and PREFMAPS–flow charts and concepts. Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process- Demand Analysis – First Purchase and repeat purchase, trial and repeat models. Economic analysis VENTUR.

### **Unit - V : Product Development and Testing :**

Product Launching ,Test marketing, Marketing Mix allocations. Planning annual Strategy/budget. Organization for product Management.

### **Suggested Books:**

1. Ulrich K T: 2000, Product Design and Development , McGraw Hill
2. Moore William and Pessimier Edgar: 1993, Product Planning and Management McGraw Hill.
3. Pessemier Edgar:1982, Product Management, John Wiley & Sons.
4. Octo , 2006, “Product Design”, Pearson Education.
5. Crawford and Benedetto: 1982, New Product Management, Irwin-McGraw Hill.
6. Wind Yoram: 1982, Product Policy, Addison and Wesley.
7. Donald Lehman: 1997, Product Management, McGraw Hill
8. Paul Trott: 2000, Innovation Management and New Product Development, Pearson Education.
9. Sridhar J Murthy and Gary L Lilien: 2006, Marketing Models, PHI
10. Maital: 2007, Innovation Management – Response
11. Kahn: 2004, New Product Planning - Response



## **304 / 502E (HR): Compensation Management**

### **UNIT - I : Introduction to Strategic Compensation Management:**

Exploring and defining the compensation context – Compensation and Organization Strategy - Integrating Knowledge and Skill Requirements - Organization for Compensation - Employee Income Lifestyle - Compensation Pay - Social Class - Strategic analysis and Contextual Influence on Compensation Practices - Compensation Professionals Goals – Stake Holders of Compensation System.

### **UNIT - II - Compensation and Employee Behaviour:**

Bases For Traditional Pay System and Modern Pay System – Establishing Pay Plans - Aligning Compensation Strategy with HR Strategy and Business Strategy - Seniority and Longevity pay - Linking Merit Pay with Competitive Strategy - Incentive Pay - Person focus to Pay - Team Based Pay.

### **UNIT - III - Designing Compensation System:**

Building internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System - Compensation Surveys – Integrating Internal Job Structure with External Market Pay Rates - Building Pay Structures that Recognize Individual Contributions - Constructing a Pay Structure – Designing Pay for Knowledge Program.

### **UNIT - IV - Employee Benefits Management:**

Components - Legally required Benefits – Benefits Administration – Employee Benefits and Employee Services – Funding Benefits through VEBA – Costing the Benefits – Components of Discretionary Core Fringe Compensation - Designing and Planning Benefit Program –Totally Integrated Employee Benefit Program.

### **UNIT - V - Contemporary Strategic Compensation Challenges:**

International Compensation and Competitive Strategies - Executive Compensation Packages – Compensating Executives - Compensating the Flexible Workforce - Contingent Employees and Flexible Work Schedules – Compensation for Expatriates and Repatriates – Strategic Issues and Choices in Using Contingent and Flexible Workers.

### **Suggested Books :**

1. Handerson, 2007, Compensation Management in a Knowledge Based World Ninth Edition , Pearson Education
2. Joseph J.Martocchio, 2006, Strategic Compensation, Third Edition Pearson Education Richard I.
3. Milkovich & NewMan, 2005, Compensation, Tata McGraw –Hill,New Delhi
4. MatthewJ.DeLuca, Hand Book of Compensation Management(TextBook Binding) - Prentice Hall
5. Barry A.Gerhart, Rynes,Sara, 2006, Compensation: Theory,Evidence, And Strategic Implications - Sage Publication
6. Compensation & Classification (2007 Yale University) – Office of Human Resource
7. Bruce R. Ellig, 2004, The complete guide to Executive Compensation, TMH.

**Unit-I: Financial services:**

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

**Unit-II: Merchant Banking:**

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

**Unit-III: Leasing and Hire-Purchasing:**

(a) Leasing concept and classification. Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions.

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire-purchase. Financial evaluation of hire-purchase deals.

**Unit – IV: Insurance:**

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

**Unit – V: Other financial services:**

(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India.

(b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

**Suggested Books:**

4. Khan.M.Y., 2006, Financial Services, 3<sup>rd</sup> edition, TMH, New Delhi-8
5. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7<sup>th</sup> edition, Pearson Education
6. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5<sup>th</sup> edition, Pearson Education
7. Gordon and Natarajan, 2006, Financial Markets and Services, 3<sup>rd</sup> edition, Himalaya publishing House, Mumbai.

## **305/ 306 / 503E/ 504E (M) : Promotion and Relationship Management**

### **Unit - I: The Marketing Communication Process:**

A Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy. The International market environment for Promotion & IMC.

### **Unit - II: Advertising:**

Message and Media Strategies: Advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation.

### **Unit - III: Personal Selling & Sales Management:**

Personnel Selling Process and approaches, Sales management- Objectives, Policies & Strategy, Sales Management process, Recruiting, Selecting, Training, Motivating, Compensating, Evaluating and Supervising & Controlling Sales force. Sales Budgets, Quotas and Sales Territories.

### **Unit - IV: Customer Relations Management :**

Meaning, definition, Practice, Technology . Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centres, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application Providers and CRM.

### **Unit - V: Foundations of Customer Centric Business:**

Internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management ( PRM), The Technology in PRM.

### **Suggested Books:**

1. Semenik, 2006, "Promotion and IMC", Thomson.
2. Belch, 2005, Advertising and Promotion, TMH.
3. Clow, 2007, "Integrated Advertising, Promotion and Marketing", 3<sup>rd</sup> Edition, Thomson.
4. Still, Cundiff and Govni, Sales Management, PHI / Pearson.
5. Batra, Myers and Aaker, 2005, Advertising Management, PHI / Pearson.
6. Clow, 2007, Integrated Ad, Promotion and Marketing Communication, 3<sup>rd</sup> Edition.
7. Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.
8. Paul Greenberg , 2005, CRM at the Speed of Light, TMH
9. Ken Bernett, 2005, The Hand Book of Key Customer Relationship Management, Pearson education.
10. Jagadish Seth, Atul Parivartiyar & Shainesh, 2005, Customer Relationship Management, TMH.
11. Berry, 2005, The Art & Science of CRM, John Wiley.
12. Dalrymple, 2006, Sales Management, 7<sup>th</sup> Edition, John Wiley.

## **305/306 / 503E/504E (HR) : Organizational Development**

### **Unit – I : General introduction to OD:**

Overview of the field of OD – Definitions of OD – A short history of OD and its evolution – Growth and relevance of OD – Characteristics of OD -- Values assumptions and beliefs in OD -- OD skills simulation - Practitioner's style. Matrix.

### **Unit – II : Foundations of OD:**

Models and theories of planned change -- (a) Lewin's change model (b) Burke – Litwin model (c) General model of planned change -- Systems theory - Participation and Empowerment - Teams and Team work - Parallel learning structures – A normative - reeducative strategy of changing - Applied behavioural Science - Action Research as a process and an approach.

### **Unit – III : Managing the OD Process:**

Diagnosis - The six-box model – The action component - OD interventions and their nature - An overview of classification of OD interventions – Planning choosing, and implementing of an intervention strategy – Evaluating and institutionalizing OD interventions – The program management component – Conditions for optimal success of OD – Issues in Consultant –Client Relationship.

### **Unit – IV: Human Process Interventions:**

(a) Human Process approaches : T-Groups – Process-consultation – Third party intervention – Team interventions – Techniques and exercises used in Team interventions: Role Analysis technique – Role Negation Technique – Responsibility charting – Force field analysis – Broad Team building interventions.

(b) Organisational process approaches : Organisation confrontation – Inter-group Relations interventions – Grid OD - Third wave organization – Strategy Culture Theory.

### **Unit – V: Techno-structural and Strategic interventions:**

(a) Techno-structural interventions : Structural Design – a) Restructuring organization : Structural design downsizing – Reengineering b) Employee involvement : Quality circles – Total Quality Management c) Work Design : Engineering approach – System Approach.

(b) Strategic Interventions : Organisational Transformation through Business Process Reengineering - Characteristics – Culture changes – Self-designing organizations / Redesigning Organizations for Time Management – Organisational learning – Knowledge Management.

### **Suggest Books :**

1. Wendell French, Cicil, H.Bell,Jr, Veena Vohra, 2006, Organization Development, Pearson Education.
2. Wendell French, Cicil, H.Bell,Jr.(6e)2005, Organization Development – Prentice Hall of India.
3. Thomas G.Cummings, Christopher G Worley, 2007, Organization Development and Change, 8<sup>th</sup> edition, Thomson
4. Kavitha Singh, 2005, Organization Change & Development:, Excel Books.
5. Reider Dale, 2006, Organization & Development – Strategies, Structures, and Process, Sage Publications, New Delhi.
6. R.Sullivan, Gary Mclean, Jossey Bass.Brown, 2006, Practicing Organization. Development,. Pearson Education.
7. Brown , 2006, An Experimental Approach to Organization Development , Pearson.
8. S. Ramanarayan, T.V. Rao, Kuldeep Singh, 2006, Organisation Development- Intervention and Strategies- Response Books.

## 306 / 504E (S) : Data Base Systems

### Unit – I: (a) Database Concepts and Data Modeling:

Introduction & overview – Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases.

**(b) Relational Systems and Modeling:** Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

### Unit – II: (a) Relational Database Design:

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd's rules.

#### **(b) SQL & other Relational Languages**

Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL.

### Unit – III: Transaction Processing :

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

### Unit – IV: Distributed Databases:

Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Introduction to Special databases: Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web.

### Unit – V: Oracle:

Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures-indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus.

### Suggested Readings:

1. Abraham Shivershatz, Henry F. Korth & S Sudershan, 1999, Data Base System Concepts- McGraw Hill.
2. Rob & Coronel, Database Systems, Thomson
3. Page, Jr., 1998, Special edition Using Oracle 8/8i, Prentice Hall.
4. Lemme & Colby, 1995 Implementing and Managing Oracle Databases, Prentice Hall
5. Hansen & Hansen, 1995, Database Management & Design, Prentice Hall of India.
6. Despande, 2005, SQL, PL SQL for Oracle 9i, Dreamtich Press.
7. David M. Krocuke, Data Processing-Fundamentals, Design and Implementation- IE- Pearson Education / PHI.
8. Narayan S. Umanath and Richard w. Scamwell, 2007, Data Modeling and Database Design, Thomson.
9. Jaffrey A. Hoffer, Maryo B. Prescott, Tred R McFadden, Modern Database Management, Low Price Edition, Pearson Education.
10. Alenis Leon and Mathew Leon, Database Management Systems, Vikas Publishing House.

### RDBMS – LAB : Oracle – Practicals Syllabus

Creating Tables & Applying All Constraints. Inserting Data into Tables. Updating Tables  
Alias Table. Deleting Data From Table. Drop Table. Working with All SQL Queries using  
functions(Number, string functions etc.). Working with sub queries. Working with Joins.  
Creating Views. Creating Objects (i.e. Cluster, Synonyms, Indexes etc.). Writing PL/SQL  
programmes. Creation of Cursors. Creation of Functions. Creation of Procedures. Creation of

Triggers. Generation of SQL report. Creating forms and working with different objects. Graphics. Reports.

## **404 / 602E (F) : International Finance**

### **Unit-I: International Financial System:**

Evolution of international financial system – gold standard, Brettonwoods standard, flexible exchange rates and cooperative intervention. Global financial markets – money and capital markets. Global financial instruments and institutions.

### **Unit – II: Foreign Exchange Markets:**

The mechanism of FE transfers. CHIPS. FE dealings and quotations. Exchange rate determination – BOP approach, Parity conditions: purchasing power parity, interest rate parity; International Fisher's effect; Unbiased forward rate theory; The asset approach; technical approach. Sterilization.

**Unit – III: Foreign Exchange Risk Management:** Types of risks – transaction, translation, operating and strategic risks. Risk quantification. Instruments and strategies for hedging and eliminating foreign exchange risks – trading in forwards, futures or option markets; invoicing in the domestic currency; managing payments/collections of currency flows based on the predicted foreign exchange movements. Foreign Exchange forecasting.

**Unit – IV: Financial Management of the Multinational Firm:** Cash management – borrowing and investing, parking the surplus cash, centralized and decentralized cash management and cash transmission. International investments – portfolio and direct investments. Capital budgeting decisions – APV, NPV vs. APV. Country risk analysis – types, assessment and measurement. International mergers and acquisitions – negotiated acquisitions and contested bids. Sources of overseas funding – euro currency markets and instruments, euro credits, foreign bonds, ADRs, GDRs. Global financing strategy. Project financing.

**Unit – V: Tax Implications for Global Activities:** International tax laws a comparative analysis. Carry forward and carry back. Tax treaties. Tax credits. Taxes on income from intra-company transactions. Scope of Tax Charge – Status situation nexus (sections 5 & 6). Tax implications of foreign activities of an Indian enterprise. Tax incentives for earnings in foreign currency. Tax implications of activities of foreign enterprises in India. Double taxation relieves. Transfer pricing.

### **Suggested Books:**

1. Jeff Madura, International Corporate Finance, 8<sup>th</sup> Edition, Thomson South-western.
2. Maurice Levi, 1996, International Finance, 3<sup>rd</sup> Edition, McGraw Hill International.
3. Apte.P.G., 2006, International Financial Management, 4<sup>th</sup> edition, Tata McGraw Hill, New Delhi – 8
4. Eiteman.D.K., Stonehill.A.I., Moffett.M.H., Pandey.A., 2006, Multinational Business Finance, 10<sup>th</sup> Edition, Pearson Education.
5. Melvin.M., 2000, International Money and Finance, 6<sup>th</sup> Edition, Addison-Wesley.
6. Giddy.I.H., 1997, Global Financial Markets, AITBS Publishers & Distributors, Delhi – 51.
7. Adrian Buckley, 1998, Multinational Finance, 3<sup>rd</sup> Edition, Prentice Hall of India, New Delhi –1.
8. Shailaja.G.S., 2007, International Finance, Orient Longman, Hyderabad.

## **404 / 602E : CONSUMER BEHAVIOUR**

### **UNIT – 1 :**

Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

### **Unit – II :**

Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

### **Unit – III :**

Social and cultural settings : Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – direct and indirect- and their marketing implications.

### **Unit – IV:**

Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

### **Unit – V :**

Models of Consumer Behaviour : Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Nicosia Model. Howard Sheth Model, Engel, Blackwell and Miniard Model.

### **Suggested Books:**

1. Black-well, R. Miniard PW and Engel , 2005, Consumer Behavior, Thomson Learning.
2. Loudon and Della Bitta, 2004, Consumer Behavior, TMH.
3. Schiffman and Kannik, 2004, Consumer Behavior, Pearson Education / PHI.
4. Hawkins, Best and Coney, 2005, Consumer Behavior, TMH.
5. Sheth and Mittal, 2004, Consumer Behavior, Thomson Learning.
6. Deon, 2005, Buyer Behavior, Oxford University Press.
7. Peter, 2005, Consumer Behavior, and Marketing Strategy, TMI.
8. Panwar, 2004, Beyond Consumer Marketing, Response.
9. Evans, 2006, Consumer Behavior, John Wiley.
10. Ramesh Kumar, 2004, “Consumer Behaviour”, 2<sup>nd</sup> Edition, Pearson/PHI.

## **404 / 602E (HR) : Performance Management**

**Unit I - 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. Spangenberg's Integrated Model of performance.

**Unit II - Performance Appraisal:** Need and methods for Performance Appraisal: Assessment center - psychometric tests - Leaderless group discussions - Management games - Simulation exercises - Role Plays – Self-appraisal - 360 Degree-appraisals - Rating-less appraisals for the future of performance management systems. Performance Review - Reengineering Performance Appraisal system - Performance analysis - Performance review discussion - Performance monitoring and feedback.

**Unit III -Bench marking for excellence in performance:** Linkages - Organizational excellence - Corporate Performance Management - EFQM Excellence Model - Diagnostic bench-marking - Process bench-marking – Bench-marking in the Indian industry - Effectiveness of bench-marking - Experience based approach to bench-marking - New Performance Management Model - Process Management as a route to value beyond expectation and emotional surplus.

**Unit IV -Competency mapping as a performance management tool:** Competency Mapping - Building Competency Models - The McBer Generic Managerial Competency Model - Competency causal flow model - Factors affecting the human performance system - Profiling competency framework for a particular role - Competency gap - Competency Assessment - Balanced Score Card framework - Making Performance Management Systems(PMS) and Appraisals Work.

**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 - Implementing and managing Performance Management - The impact of Performance Management on line managers and employees.

### **Suggested Books:**

1. G K Suri, C S Venkata Ratnam, N K Gupta, 2004, Performance Measurement and Management — Excel Books Pvt Ltd.
2. Dinesh K Srinivastava, 2005, Strategies for performance Management — Excel Books.
3. T V Rao, 2006, Performance Management and Appraisal Systems – Response Books.
4. Richard S Williams, 2006, Managing Employee Performance – Thomson Publishers.
5. Agwnis, 2006, Performance Management – Pearson
6. Prem Chadha, 2006, Performance Management – Macmillan India Ltd
7. T V Rao, 2006, Redesigning Performance Appraisal System – Tata McGraw Hills.
8. Editor Mike Walter, 2006, The Performance Management Hand Book : - Jaico Publishing House.
9. King P, 2006, Performance Planning and Appraisal - Tata McGraw Hills.
10. T V Rao, 1999, Appraising and Developing Managerial Performance, Excel Books.
11. T V Rao et al. (Ed.) 2006, 360 Degrees Feedback and Performance Management System (Volumes One, Two, and Three), Excel Books.



## **405/406 / 603E/604E (F) : Investments Management**

### **Unit – I: Investments:**

Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision - Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return - realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk - Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis - Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis

### **Unit – II: Fixed Income Securities - Analysis, Valuation and Management:**

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement - Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

### **Unit – III: Common Stocks - Analysis and Valuation:**

Basic Features of Common Stock.. Approaches to valuation – dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model.

### **Unit – IV : Portfolio Theory:**

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying the over-priced and under-priced securities. Arbitrage pricing theory (APT): The law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

### **Unit – V :Portfolio Evaluation and Management:**

Mutual funds: genesis, features, types and schemes. NAV's, costs, loads and return of mutual funds - geometric mean return, dollar weighted return, and time weighted returns. Mutual funds in India – Problems and prospects, Regulation of mutual funds and investor's protection in India. Formulation of investment policy, capital market expectations, developing and implementing investment strategies, rebalancing the portfolio, performance measurement - Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.

### **Suggested Books:**

1. Alexander.G.J, Sharpe.W.F, and Bailey.J.V, 2007, Fundamentals of Investments Pearson Education, PHI.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, 2006, Investments, TMH.
3. Prasanna Chandra, 2006, Investment Analysis and Portfolio Management, TMH.
4. Charles. P.Jones, Investments: Analysis and Management, John Wiley and Sons, Inc.
5. Francis. J.C. & Taylor, R.W., Theory and Problems of Investments. Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, Investments: an Introduction.. Thompson – South western.
7. David G. Luenberger, 1997, Investment Science, , Oxford University Press.
8. Raghunatham.M., Madhumathi.R., 2006, Investment Analysis and Portfolio Management, Pearson Education.

## **405/406 / 603E/604E (M) : Services and Retail Marketing**

### **Unit – I: Service:**

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning . Customer expectations and perceptions of services.

### **Unit - II: Service marketing Mix:**

Product, Pricing ,Place , Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service Quality.

### **Unit – III: Strategies for Marketing:**

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

### **Unit – IV: Introduction to Retailing :**

Types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.

### **Unit – V: Merchandise management:**

Sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

### **Suggested Books:**

1. Hoffman, 2007, “Services Marketing”, Thomson.
2. Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5<sup>th</sup> edition, Pearson Education.
3. David Gilbert, 2003, Retail Marketing Management, 2<sup>nd</sup> edition, Pearson Education.
4. Zeithaml Valerie A. and Bitner Mary , 2000, Services Marketing TMH.
5. Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases, Galgotia Publishing Company, New Delhi.
6. Levy & Weitz, 2005, Retailing, TMH
7. A J Lamba, 2006, The Art of Retailing, TMH
8. Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning
9. Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
10. Gilmore , 2005, Services marketing and Management, Response Books
11. Gronroos, 2005, Services Management & Marketing, John Wiley
12. Cullen & Newman, 2007, “Retailing, environment and operations”, Thomson.

## **405/406 / 603E/604E (HR) : Empowerment and Leadership Development**

### **Unit – I: Empowering manager:**

Meaning and Role of Empowering manager – Empowering employees – Empowering Organization – Building an empowering organization – Overcoming resistance to Empowerment – Tactics for becoming an empowering leader - Ethics and Empowerment. Mentoring and coaching – Mentoring as a building block of empowerment – Benefits of mentoring – Gateways and roadblocks to mentoring

### **Unit – II: Leadership and management:**

Leadership behaviours – leadership styles – transactional and transformational leadership - servant leadership – ethical leadership – women leaders – visionary leaders – Cultural differences in leadership – Contribution of Jim Collins, John Kotter and John Adair to leadership theory

### **Unit –III: The leader as a social architect:**

Creating Vision and strategic direction – Designing and leading a learning organization – Leading change – Learning to Change – Leadership Challenges in Managing Transformational Change in a Strategic Organisation.

### **Unit – IV: Leadership development:**

Leadership through self awareness and self discipline – Leadership development programs – Characteristics of leadership program –Types of leadership development program – evaluation of leadership development efforts – Traditional approach to evaluation – Domains of impact of a leadership program – Leadership Succession

### **Unit – V: Developing an engaged workforce:**

Engagement drivers - The employee lifecycle - Meaning and significance of company culture – Shaping a high performance culture -Managing performance: the key to execution -Creating a culture of recognition and celebration. Trends impacting the employer-employee relationship – Likely impact of the emergent trends – Best employer theory – people value index model - The best employer model

### **Suggested books:**

1. Daft, Richard: The Leadership Experience, Thomson
2. Gary Yukul, 2006, Leadership, Pearson Education.
3. Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, 2006, 5<sup>th</sup> Edition, TMH.
4. Dubrin, Andrew, ‘ Leadership’, Biztantra.
5. Lussier, Robert and Christopher Fachua ‘Leadership’ Thomson
6. Murrell, Kenneth and Mimi Meredith, ‘Empowering Employees’ Tata McGraw-Hill
7. Bennett, Mick and Andrew Bell, ‘ Leadership and Talent in Asia’, John Wiley & Sons (Asia) Pvt. Ltd.
8. Charan, Ram, Stephen Drotter and James Noel : ‘The Leadership Pipeline’, Jossey Bass Publishers
9. B.R. Virmani, 2006, Challenges in Indian Management, Response Books.
10. Northouse, 2006, Leadership, Response Books.
11. Uma Jain, Udai Pareek, Madhukar Shukla(Ed.), 2006, Developing Leadership for the Global Era, Mcmillan.

## 406 / 604E(S) : Information Systems Audit & Control

### **Unit - I: Information Systems Audit: Need for Control & Audit of Computers-**

Effects of Computers on Internal Controls and Auditing- Foundations of IS Audit – Nature of Control – Dealing with Complexity – Audit risks – Types of Audit Procedures- Overview of steps in an Audit. **Top Management Controls:** Evaluating the Planning, Organizing, Leading and Controlling. **System Development Management Controls:** Approaches to Auditing, Normative Methods of the systems development – evaluating the major phases in Systems development process.

### **Unit - II: Other Management Controls: Programming Management Controls-**

Program development life cycle, Organizing Programming Teams, Managing the systems programming group. **Data Resource Management Controls-** Motivation towards the DA and DBA Rules, Functions of the DA and DBA, Data Repository Systems. **Security Management Controls-** Conducting a Security Program – Major Security Threats and Remedial Measures, Controls of Last Resort. **Operations Management Controls** – Computer Operations, Network Operations, Data Preparation and Entry, Production Control, Documentation and Program Library- Capacity Planning and Performance Monitoring, Quality Assurance Functions- Organizational Considerations- Relationship between Quality Assurance and Auditing.

### **Unit - III: Application Control Framework: Boundary Controls:**

Cryptography controls, Access Controls, PIN, Digital Signatures, Plastic Cards, Audit Trail Controls. **Input Controls-** Data Input Methods – Data Code Controls- Check Designs- Data Entry Screen Design- Batch Controls- Validation of Data Input- Instruction Input. **Communication controls, Processing controls, Database controls and Output controls.**

### **Unit - IV: Evidence Collection: Audit Software:**

Generalized Audit software- Utility Software- Expert Systems, Neural Network Software, **Specialized Audit Software.** Code Review, Test Data and Code Comparison. Concurrent Auditing Techniques, Interviews, Questionnaires and Control Flow Charts. Performance Measurement Tools.

### **Unit - V: Evidence Evaluation:**

Evaluating Asset Safeguarding and Data Integrity, Evaluating Systems Effectiveness and Efficiency. Information Systems Audit Management: Functions of Information systems Audit, IS Auditor, Future of Information Systems Auditing

### **Suggested Books:**

1. Ron Weber, 2002, Information Systems Control and Audit, Pearson Education.
2. Paul Docji, Dave Chaffey, Andrew Greasley & Simon Hickie, 1999, Business Information: Technology Systems and Management, Hyderabad, Allied Publishers Ltd.
3. Mark Merkow, Jun Brcethoupt, 2007, Information Security, Principles and Practices, Low Price Edition, Pearson Education.
4. Case study/Project : Study on Information System (CBIS). Audit IT based on audit checklist. Identify problem areas, risks and non-conformities, prepare an audit report.
5. CISA Material, Information Systems Audit and Control Association, USA.
6. Revathy Sriram M Systems Audit, TMH.
7. Srivastava RM., Management Policy and Strategic Management – Concept Skills and Practice, 2000, Himalaya Publishers.
8. Hall, 2006, Information Technology Auditing and Assurance, Thomson.