

MBA – I Semester

Paper-101

MANAGEMENT THEORY AND ORGANISATIONAL BEHAVIOUR (MTOB)

UNIT-I: Introduction: Management :Concept and Nature –Types of Managers- Responsibilities and skills of Professional Manager- Functions of Management–Fayol’s Principles of Management – Administration vs. Management– Management Process – Levels of Management – Approaches to the study of Management.

UNIT-II: Planning and Organizing: Planning: Concept, Meaning and Definition, Process, Benefits and Limitations-Decision making: Concept, process & techniques- Departmentation: Concept- Basis of Power and Authority: Concept-Delegation and Decentralization: Concept and Definition, Importance and Limitations, Process – Line and Staff Organization – Conflicts between Line and Staff – Measures to overcome the Conflicts –Span of Control.

UNIT-III: Motivation and Leadership: Motivation: Concept and Definition, Types, Importance –Theories of Motivation – Motivators: Financial and Non-financial- Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership- Leader vs. Manager.

UNIT-IV: Communication and Control: Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers- Controlling: Concept, Definition, Basic control process, Requirement of Effective control, Control Techniques.

UNIT-V: Organizational Behaviour, Change and Development: Concept, Meaning, Definition, Objectives, Importance and Limitations of OB – Interdisciplinary approach to Organizational Behaviour- Organizational Change: Concept, Objectives, Reasons, Resistance to change, Measures to overcome change- Organizational Development: Concept, Process, Techniques of OD.

References:

1. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.
2. Wehrich&Koonty, Essentials of Management, TMH, 1990.
3. Robbins.P, Essential of Organizational Behaviour, 10 Ed, PHI, 2010.
4. Fred Luthans, Organizational Behaviour, 11Ed, TMH, 2006.
5. K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001.
6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers

Paper – 102

STATISTICS FOR MANAGEMENT (SFM)

UNIT-I: Introduction: Meaning and Definition of Statistics-Role of Statistical Techniques in Decision Making.Measures of Central Tendency: Mean, Median & Mode - Measurement of Dispersion: Mean Deviation & Standard Deviation.

UNIT-II: Probability and Probability Distribution: Concepts of Probability - Additive and Multiplicative Laws- Bayes's Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.

UNIT-III: Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation.

ii. **Regression Analysis:** Concept, Least Square fit of a Linear Regression, Two lines of Regression, properties of Regression coefficients.

iii. **Time Series Analysis:** Components, Models of Time Series—Additive, Multiplicative and Mixed models- Trend analysis: Free hand curve, Semi averages, Moving averages, Least Square method.

UNIT-IV: Sampling Theory and Tests of Significance: The basics of Sampling-Sampling Procedures: Random and Non-Random methods-Sample size determination-Sampling distribution-Central Limit Theorem- Hypothesis Testing -Large Sample test – Test for Proportions. Small Sample Test.

UNIT-V: Chi-Square Analysis: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).

References:

1. Levin R.I., Rubin S. David, Statistics for Management, 7th Ed, Pearson, 2000.
2. Gupta S.P, Statistical Methods, Sultan Chand & Sons.
3. Keller, G, Statistics for Management, 1st Ed, Cengage Learning, 2009.
4. J. K Sharma, Business Statistics, 2nd Ed. Pearson, 2010.
5. Beri, GC, Business Statistics, 3rd Ed. TMH. 2010.
6. Black Ken, Business Statistics for Contemporary Decision Making, 4th Ed, Wiley, 2006.

Paper – 103

MANAGERIAL ECONOMICS (ME)

UNIT-I: Introduction to Managerial Economics: Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept,-Theory of Firm.

UNIT-II: Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.

UNIT-III: Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants,-Cobb-Douglas and CES Production functions.

UNIT-IV: Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma.

UNIT-V: Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation: Types, Causes and measurement of inflation- Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.

References:

1. Mote Paul, Gupta, Managerial Economics, TMH, 1977.
2. H.Craig Peterson, W.Cris Lewis, Managerial Economics, PHI, 1994.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publications, 2000.
6. K .K Dawett, Modern Economic Theory, Sultan Chand & Sons.
7. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
8. Rangarajan and Dholkia, Macroeconomics, TMH, 1979.
9. Paul.A. Samulson, Economics, 19Ed, 2010.

Paper -104

ACCOUNTING FOR MANAGEMENT (AFM)

Unit-I: Introduction: Meaning and Definition of Accounting – Need of Accounting for business decisions Objectives of Preparation of Accounts — Users of Accounting Information - Classification of Accounts – Rules of Debit and Credit - Accounting Concepts and Conventions - Accounting Cycle – Process of Accounting – Journalizing –Posting – Extraction – Introduction to Accounting Standards - Accounting Standards Board of India

Unit-II: Financial Statements: Preparation and Presentation of Final Accounts -Trading Account – Profit and Loss Account – Balance Sheet- Provisions of Company's Act, 1956 relating to the preparation and presentation of Final Accounts of Companies - Income Tax – Tax Evasion – Tax Avoidance – Tax Planning

Unit-III: Income and Expenditure: Distinction between Capital and Revenue- Capital Expenditure – Revenue Expenditure - Deferred Revenue Expenditure – Capital Receipt and Revenue Receipt-Depreciation: Concept, Reasons, Methods of Depreciation – AS-6 - Inventory – Types - Inventory Valuation Methods–AS-2

Unit-IV: Financial Analysis I: Financial Statement Analysis: Importance, Uses, Horizontal Analysis, Vertical Analysis – Trend Percentages- Ratio Analysis: Importance, Uses – Solvency – Liquidity – Activity – Profitability Ratios.

Unit –V: Financial Analysis II: Concept of Funds – Ascertaining Funds from Operations-Schedule of Changes in Working Capital – Meaning – Uses and Preparation of Funds Flow Statements Meaning – Uses and Preparation of Cash Flow Statements.

References:

1. Ghosh T.P., Financial Accounting for Management, TMH, 2000.
2. Bhattacharya S.K. &Deardon John, Accounting for Management, Vikas Publishers, 1996.
3. Jain and Narang, Financial Accounting and Analysis, Kalyani Publishers.
4. Khan and Jain, Accounting for Management TMH, 2001.
5. Walter B.Megis, Charles E.Johnson and Robert F.Megis, Accounting the basis for Business Decisions, Tata McGraw-Hill, 1999.

Paper -105

MARKETING MANAGEMENT (MM)

UNIT-I:Marketing: Concept , Marketing Management, Tasks, Philosophies, Marketing Process, Marketing Effort, Marketing Mix, Marketing Environment – Company's Micro and Macro Environment- Social Marketing –Green Marketing- Services Marketing: Characteristics, Growth of services in India.

UNIT-II:Market Segmentation: Levels and Basis for Segmentation, Segmenting Consumer Markets, Segmentation- Market Targeting Product- Positioning- Customer Value and Satisfaction- Value chain - Value Delivery.

UNIT-III: Product and Pricing: Product- Types of Products- Product Mix-New Product Development – Packaging – Labeling - Product Life Cycle – Pricing: Objectives, Pricing Methods, Pricing Strategies

UNIT-IV:Physical Distribution and Promotion: Distribution Channels - Channel Management Decisions - Promotion Mix: Advertising, Internet Advertising. Sales Promotion, Public Relations, Personal Selling and Sales Force Management.

UNIT-V:Marketing Control and Consumer Behaviour: Annual Plan control, Efficiency Control, Profitability Control and Strategic Control- Marketing Audit- Managing Direct and Online Marketing, Challenges of Online Marketing -Concept of consumer Behaviour, Factors Influencing Consumer Behaviour - Buying decision Process.

References:

1. Kotler Philip & Armstrong, Principles of Marketing, PHI, 1997.
2. W.J.Stanton, Fundamentals of Marketing, TMH, 2000.
3. A.Sherlekhar, Marketing Management, Himalaya, Publishers, 2001.
4. Philip Kotler, Marketing Management, PHI, -2001.
5. Ramaswamy and Namakumari, Marketing Management, The Indian Context, Macmillan India Ltd., 1995.

PAPER No. 106

INFORMATION TECHNOLOGY FOR BUSINESS (ITFB)

UNIT-I: Computer Concepts and Applications: Introduction to Information Technology, Scope of IT in business -Categories of Machines- Servers- How Computers work- Hard ware-Input Hardware Processing and Memory- Hardware: Storage Hardware, Output hardware, Software-System software, Application Software, History Input-Output devices- How the processor or CPU works : Control unit, ALU and Registers – How memory works :RAM, ROM, Flash, Floppy Disks, Hard disks, Optical Disks, Magnetic Tapes, Smartcards, Flash Memory Cards

UNIT-II: Introduction to Software: Introduction to Software: System Software, Components of System software-The operating system: What it does-Bootting- User interface- CPU Management-File Management- Task Management:Multitasking, Multiprogramming,Timesharing,Multiprocessing,Formating - System software: Device Drivers and Utility Programs- Desktop and Laptop- Operating Systems: DOS, Network operating systems, windows versions, UNIX, Linux.

UNIT-III: Application of IT in functional Areas: IT and Marketing, IT and Finance, IT and Operational Management, IT and Human Resource Management - Enterprise Systems- Knowledge Management

UNIT-IV: Data Communication, Networks and Internet Concepts: Data Communication, Networks and Internet Concepts: Benefits of Networks, Types of networks, Types of LAN, Components of LAN, Topology of LAN, Analog and Digital signal- Internet Concepts : The internet and World Wide Web, Sending and Receiving E-mail, Search Engines, Other Internet Resources-FTP, Telnet, E-Commerce. Network and internet security issues, Extranet and Intranet.

UNIT-V: Programming Concepts and Tools: Introduction to Programming, Concepts and Tools, Five step programming, Design the program, code the program, test the program, Document and maintain the program, Five generations of programming languages, Programming languages used today, Pseudo Code.

References:

1. Alexis Leon & Mathew Loen, Introduction to Computers with MS-OFFICE-2000, TMH, -2001.
2. Williams/Sawyer, Using Information Technology, 2009.
3. Norton. P., Introduction to computers, 7Ed, TMH, 2010.
4. Curin ,D.P.,Foley, K.Sen, and C.S.Morin , Introduction to Information Technology – Breaking Wave, TMH, 1999.
5. Morley, D. and Parker, C. S., Understanding Computers: Today and Tomorrow, 11Ed, Thomson Learning, 2007.

PAPER No. 107

ITFB Practicals (MS – Office)

1. MS-Word:

Creating, saving editing and printing of documents
Find and replace options
Formatting with tables, charts and pictures
Mail Merge
Spell check and grammar checks

2. MS-EXCELL:

Creating, naming and saving worksheets
Data entry-Manual and automatic
Formatting cells and cell referencing
Working with graphs and charts
Creating and using formulas and functions
Previewing and printing worksheets.
Data management tools
Statistical Applications –Measures of central tendency.

3. MS-POWER POINT:

Presenting features, creating, saving a presentation using different methods editing, using different designs, layouts, color schemes, formatting, custom animating and displaying the presentation.

MBA – II Semester

Paper-201

HUMAN RESOURCE MANAGEMENT(HRM)

UNIT-I: Introduction: Nature and Scope, Objectives and Functions of HRM. Role and responsibilities of Human Resource Manager, Concept of International HRM and Strategic HRM, Trends in HRM, Challenges faced by HRM.

UNIT-II: Human Resource Planning: Meaning, Process of HRP- Job Analysis- Job Evaluation- Job Description- Job Specifications- Methods of Recruitment-Selection- Concept of Induction, Placement, Promotions and Succession Planning.

UNIT-III: Human Resource Development: Meaning and Importance of HRD-Competency Mapping-Training: Need and Objectives, Methods of Training-Career Planning and Development-Performance Appraisal-Techniques of Performance Appraisal,

UNIT-IV: Compensation and Welfare Measures: Wages and Salary Administration: P.F., ESI Schemes-Quality of Work Life-Quality Circles- Health and Safety measures- Absenteeism- Employee Turnover, Employee Retention and Performance Management.

UNIT-V:Management of Industrial Relations: Objectives and Importance of Industrial Relations- Prevention and Settlement of Industrial Disputes, Grievance Redressal - Trade Unions: Evolution and responsibilities, Collective Bargaining and Worker's Participation in Management.

References:

1. Decenzo& Robbins, Personnel/Human Resource Management, PHI, 2010.
2. C.B.Memoria, Personnel Management, Himalaya Publishers, 2002.
3. P.Subba Rao, Personnel/Human Resource, Managements, Himalaya Publishers.
4. S.S.Khanna, Human Resource Management. Tata McGraw -Hill.
5. PatnayakBiswajeet, Human Resource Management, 2Ed, PHI, New Delhi,2003.
6. S.K. Bhatia, International HRM .Deep & Deep Publishers.
7. Mirza S. Saiyadain, Human Resource Management., Tata Mc Graw –Hill
8. Md. ShahbaazAlam& Anita, Human Resource Management. Atlantic Publishers.

Paper-202

BUSINESS COMMUNINCATION AND CORRESPONDENCE(BCC)

UNIT-I: Communication Basics: Introduction to Communication , Meaning & Process, Objectives- Channels of Communication –Models of Communication–Group Communication- Barriers to effective Communication.

UNIT-II: Listening Process: Listening as a Managerial Process - Good Listening – Determinants of good listening -Difference between hearing and listening.

UNIT-III: Interview: Concept, Typology, Effective Interview: Ingredients, preparation for a good Interview, Interview facing and guiding techniques -Group Discussion: Ingredients of good discussion.

UNIT-IV: Negotiation and Presentation: Effective Negotiation Techniques, guiding the Negotiation process – Ingredients of good negotiation process. Presentations: In various business situations and approaches – Team presentations – Structuring a presentation – Planning and delivering Presentations. Business letters, memos, reminders, electronic mails, complaints and claims.

UNIT-V: Written and Oral Communication Process: Covering Letter: Coverage contents –Writing Resume : Styling and presenting of Resume, Online resume submission– Job specific focusing in resume writing. Seminar Meeting –Conference – Public Meetings – Extempore Speeches and write-ups – Mass Communication –Crisis resolution through communication.

References:

1. Ken Robert W.,A short guide to successful Writing in Management, HBS,1986
2. Matthukutty MM, Business Communication

- Strategies, TMH, 2001.
3. Lessikar, Basic Communication, TMH-2001.
 4. Mudd Cs and SillersMd, Speech and Content and Communication, Thomas Crowell Company, 1985
 5. Rayudu, Business Communication, Himalaya Publishers, 2001.
 6. Aruna, Business Communication. TMH.

Paper -203

BUSINESS ENVIRONMENT AND LAW (BEL)

UNIT-I: Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors affecting decision making of the business firm-Environmental Scanning: importance, process of scanning.

UNIT-II: Economic and Technological Environment: Concept-definition of Economic Environment-Economic Systems-Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal-Industrial Policy (1991)-Exim (Latest policy) - Economic Planning: Objectives, Merit, Limitations-Technological Environment : Features, Its impact on Business, Restraints on Technological Growth.

UNIT-III: Political and Social Environment: Concept and Meaning of Political Environment-Political Institutions: Legislature, Executive, Judiciary, And Its Impact on Business-Social Environment: Meaning-Business and ethics-Social Responsibility of Business-Its impact on Business Decisions.

UNIT-IV: Business Law: Meaning, scope and need for Business Law- Source of Business Law-Indian Contract Act-Essentials of Valid Contract-Void Contract and Void able Contract-Breach of Contract and remedies.

UNIT-V: Miscellaneous Acts: Sales of Goods Act-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers
4. 4. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.
5. Chaula and Garg, Mercantile Law, Kalyani Publishers

Paper-204

FINANCIAL MANAGEMENT (FM)

UNIT-I: Introduction: Financial Management: Concept , Scope - Functions of Finance Manager- Finance Functions-Profit Maximization VsWealth Maximization - Agency Relationship and Cost - Concept of Time Value of Money - Future Value and Present Value.

UNIT-II: Investment Decision: Investment Decision Process- Capital Budgeting Decisions -Traditional Vs Discounted Cash Flow – Pay Back Period-Average Rate of Return-Net Present Value – Internal Rate of Return- NPV v/s IRR – Capital Budgeting under Conditions of Risk – Risk Adjusted Discount Rate, Certainty Equivalent, Beta Co-efficient –Decision Tree.

UNIT-III: Financing Decision: Concept of Capital Structure-Capital Structure Determinants-Sources of Financing- EBIT-EPS Analysis Cost of Capital: Meaning- Importance - Classification of Cost of Capital Concept –Determinants of Cost of Capital– Weighted Average Cost of Capital - Leverage- Concept –Types of Leverage ,Implications.

UNIT-IV: Working Capital Decision: Working Capital : Concept, Components of Working Capital, Determinants of Working Capital, Working Capital Cycle-Estimation of Working Capital Requirement (problems)-An overview of Inventory Management -Receivables Management - Cash Management (Theory Only)

UNIT-V: Dividend Decision: Dividend- Meaning- Major forms of Dividends – Cash Shares and Bonus Shares – Factors affecting Dividend Policy- Dividends Relevance and Irrelevance Models - Walter and Gordon’s models-MM Approach (problems)

References:

1. Ravi M. Kishore , Financial Management, Taxman Publications.
2. Khan and Jain, Financial Management, Tata Mc Graw-Hill.
3. S.N.Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.
4. I.M.Pandey, Financial Management, Vikas Publishers.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw- Hill.

Paper-205

BUSINESS RESEARCH METHOD (BRM)

UNIT-I:Introduction to Business Research Meaning, Scope, Role of Business Research- Information System and Knowledge Management- Stages of Research process- Business Research in 21st century-Ethical issues in Business Research.

UNIT-II: Research Design and Data Collection: Business Research:Meaning, Types of Business Research- Problem Statement -Hypothesis and Testing of Hypothesis- Exploratory Research, Descriptive Research, Causal Research- Data collection Methods: Primary data, Secondary data, Nature, Types and issues in collecting Primary and Secondary data.

UNIT-III: Sample design, Measurement and Scaling: Sampling Methods- Sample Size determination- Concept of Measurement and Scaling- Types of Scales: Nominal, Ordinal, Interval and Ratio scales – Attitude scales: Thurston’s, Likert’s, Guttman’s, Semantic differential scale- Reliability and validity of scales.

UNIT-IV: Questionnaire Design and Analysis: Types of Questions: Open-ended, close ended- Procedure for developing a Questionnaire- Editing- Coding- Tabulation- Presentation of Tabular Data.

UNIT-V:Data Analysis using SPSS and Research Report: Introduction to SPSS- Analysis of Data using SPSS- Parametric and Non Parametric Statistics- Correlation- Factor Analysis-Interpretation of results- Report Format: Forms of Report, Oral and written report- Qualities of Good Research report.

References:

1. Green and Tull, Research Markets Decisions, PHI.
2. Tull Donald and Hawkins De , Marketing Research, PHI.
3. G.C.Beri, Marketing Research, Tata McGraw- Hill Publishers.
4. Luck David and Rubin Ronal , Marketing Research, PHI.
5. Naresh Malhotra , Marketing Research, Pearson Education. Green E. Paul, Tull S. Donald &Albaum , Gerald, Research for Marketing decisions, 6th Ed, PHI, 2006.

Paper-206

DATABASEMANAGEMENT SYSTEMS(DBMS)

UNIT-I:File Systems and Databases : Data- Information- Database- DBMS: Types, Data Redundancy, DB Systems, DBMS Functions - Data Models: Entities, Attributes, Relationships, Business Rules- Overview of data models-Data abstraction: conceptual, internal, external models- The Relational Database Model:

Unit-II:ER Modeling: Entities, Relationships, Weak, Recursive, Composite, Super/Subtypes, Developing an E-R Diagram. Normalization:1NF, 2NF, 3NF, Refinement, BCNF, 4NF.

Unit-III:SQL, DDL, DML: Restrictions, Logical & Special operators, Order by, Aggregate functions, Grouping, views, Joins, Relational operators (union, intersect, minus), Join operators, Sub queries, Correlated queries, functions, Sequences, updateable views, PL/SQL, stored procedures.

UNIT-IV:Advance Database Object Oriented Databases: Object oriented concepts, OO data model, OODBMS- Web Database Development: Technologies, middleware, web server interfaces, client-side extensions. Temporal Database- The Data Warehouse: data warehouse rules, OLAP.

UNIT-V:Databases in Electronic Commerce: Styles, Architecture, Security, Payment Processing, XML, Database Design Example- Database Administration: Data as corporate asset, role of DBMS in organizations, DBA function, tools. Transaction Mgmt.: Properties, concurrency control, locking, time

References:

1. Database Systems: Design, Implementation & Management, 6th Ed, Rob/Coronel (course technology)
2. R. Ramakrishnan, Database Management Systems, McGraw Hill.
3. Korth&Silbewshatz, Database System Concepts, McGraw Hill.
4. Mike Morrison, Joline Morrison Guide to Oracle10g (course technology)
5. Oracle 10g ODS Forms II: Customizing Internet Applications (course technology)

PAPER No. 207

Oracle Practicals

1. Creation of table, inserting table values, alter table, update table, drop table.
2. Queries using select statement.
3. Nested queries. Correlated Queries
4. Oracle Functions
5. Procedures in SQL

MBA – III Semester

Paper – 301

PRODUCTION AND OPERATIONS MANAGEMENT (POM)

UNIT-I : Introduction: Production and Operations Management: Meaning, Definitions, Scope and Evolution – Role of Operations Management in Total Management System.

UNIT-II: Production Planning and Control: Basic functions of Production Planning & Control – Production–Characteristics of Process technologies –Interrelationship between Product Life Cycle and Process Life Cycle .

UNIT-III: Plant Layout: Lay Out facilities – Different types of layouts –Location Concept –Factors influencing the Plant Location –Group and Static Product layout – Plant Capacity and Line Balancing.

UNIT-IV: Quality Control: Standards and specifications – Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts for Average, Range, Fraction defective and number of defects.

UNIT-V:Materials And Maintenance Management: Need and Importance of Material s Management-Materials Requirement Planning – Sources of Supply of Materials –Work Study – Techniques of Work study –Method Study –Work Measurement – Its Uses and different methods.

References:

1. Buffa E .S , Modern Production Management, John Wiley, New York; 1973
2. Evertt Adam &RonaalJ.Ebert , Production and Operations Management, PHI, 1992.
3. C.B.Gupta ,Production Management, S.Chand Co.
4. Sridharan Bhatt &Aswathappa: Production and Operations Management HPH
5. O.P.Khanna, Operations Management.

Paper – 302

INTERNATIONAL BUSINESS (IB)

UNIT-I: Introduction: International Business: Concept, Meaning, Definition, Importance, Evolution and Development–Reasons for International Business –International Business Decisions – Internationalization Stages – Types of International Business.

UNIT-II: International Business Environment: Environment of International Business and its significance – Economic Environment – Socio- Cultural Environment –Demographic Environment –Political Environment –Regulatory Environment – Natural Environment –Technological Environment

UNIT-III: Multinational Corporation: Concept, Meaning, Definition, Characteristics, Benefits of MNCs, Demerits of MNCs – Determinants of Foreign Direct Investment (FDI) –Alternative Models of FDI.

UNIT-IV: International Business Management: International Operations Management –International Financial Management – International Marketing Strategy – International Human Resource Management Strategies.

UNIT-V:International Economic Organizations And Trading Environment: IMF –World Bank –Evolution of IMF and World Bank –International Finance Corporation- Asian Development Bank – State Trading – Trade Blocks –SAARC-SAPTA-South-South Co-operation.

References:

1. Roger Bennett, International Business, 2Ed, Pearson Education Publishers, 1999.
2. John Daniels, Radebaugh and Sullivan, International Business, Pearson Education, 2011.
3. Francis Churinallam, International Business, Text and Cases, Himalaya Publishers
4. ManabAdhikari, Global Business Management, McMillan India, 2000.
5. AlaanM.Rugman and Richard M.Hodgett, International Business, Pearson Education, 1995.

PAPER – 303

MANAGEMENT INFORMATION SYSTEM (MIS)

UNIT-I: Introduction: Foundations of IT Management – Managing Information Technology –The Evolution of IT – Types of Information System –IT Management Challenges – IT Management Issues – Internet based Business Systems – Advances and Programming Tools and Techniques

UNIT-II: Technology, Legislative And Industrial Trends: Hardware and Software Trends – Modern Telecommunication Systems – Legislative and Industrial Trends –Semi-Conductor Industry – Computer Industry – Information Infrastructure –IPR an overview

UNIT-III: Software Project Management: Introduction –overview of Project Planning – Project Evaluation - Selection of an appropriate Project approach – Software Effort Estimation – Risk Management- Software Quality.

UNIT-IV: Windows Programming: Introduction to Visual Basic – Control Structure – Procedures and Functions – Basic Graphic User Interface Concepts.

UNIT-V: Advance Windows Programming: Advance Graphical User Interface Concepts – Handling Mouse and Key Board – Data Base Programming – ADO Data Control – Structural Query Language –Data Grid Control.

References:

1. Carol W.Frenzel&John . C Frenzel, Management of Information Technology, Thomson Technology Course, 2004
2. Bob Hughes &Mike Cotterel, Software Project Management. TMH, third edition, 2004
3. Daitel&Daitel, T.N.Nieto , Visual Basic6,Pearson Education.

Paper - 304

Marketing Elective- I (Major Area)

CONSUMER BEHAVIOUR (CB)

UNIT-I:Introduction: Consumer Behavior: Concept, Definition and Importance -A conceptual overview of Customer and Consumers –Applying Consumer Behavior knowledge – Interdisciplinary influence on the study of Consumer Behavior – On-line Consumer Behavior –Interactive Decision Aids and Electronic Satisfaction.

UNIT-II: Personality: Personality: Concept, Definition, Nature –Personality and Consumer Behavior – Marketing Application of Consumer Behavior – Emotions –Brand Personality- Self Concept – Psychographics.

UNIT-III: Consumer Perception: Concept and Definition of Perception –Elements of Perception – Dynamics of Perception – Consumer Learning – Elements of Behavioral learning – Behavioral Learning Theories –Cognitive Learning Theory – Measures of Consumer Learning – Attitude –Attitude Formation – Strategies of Attitude Change.

UNIT-IV: Socio-Cultural Influence on Consumer Behaviour: Family influence – Reference Groups – Opinion Leadership – Social Class – Cultural and Sub-Cultural – Cross-Cultural influences.

UNIT-V: Consumer Decision Process: Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase –Consumption – Post-Purchase Consumption Behaviour –Models of Consumer Behaviour.

References:

1. Schiffman and Kanuk, Consumer Behaviour, 5Ed, PHI, 2005.
2. Michael R.Solman, Consumer Behaviour, 8Ed, PHI, 2004.
3. Loudon and Bitta, Consumer Behaviour, TMH, 2002.
4. Frank R.Kardes, Consumer Behaviour and Managerial Decision Making, 2Ed, PHI,2003.
5. Srivastava &Sujata Khandai, Consumer Behaviour in Indian Context, Galgotia Publishing Company, 2003.

**Paper – 304
HRM (Major)**

PERFORMANCE MANAGEMENT & LEADERSHIP (PML)

UNIT-I: Introduction to Performance Management: Performance Management : Concept and Definition - Performance Appraisal Vs Performance Management- Objectives and Importance of Performance Management, Determinants of Job Performance- Process of Performance Management- Performance Management Cycle- Challenges & Ethics in Performance Management.

UNIT-II: Performance Management System:Model of Performance Management System, Objectives and Functions of Performance Management System, Characteristics of Effective Performance Management System, Competency Based Performance Management System- Competency Mapping and its linkage to Performance Planning, Counselling and Monitoring of Performance for High Job Performance

UNIT-III:Implementation of Performance Management System:Balance Score Card Approach to Performance Management System- Strategies for Effective Implementation of Performance Management- Operationalizing Change through Performance Management- Concept of High Performance Teams- Organizational Culture and Performance Management, Role of HR Professionals in improving Organizational Performance.

UNIT-IV: Performance Management Linked Reward system:Objectives and Components of Reward System-Performance Review- Performance Analysis Process and Methods of Performance Appraisal- Relationship of Job Performance with Job Satisfaction- Linkage of Performance Management to Reward and Compensation System- Implication of Performance management on Organizational Reward System.

UNIT-V: Leadership:Personality Types and Leadership- Five Factor Model of Personality-Contemporary Leadership Styles- Leadership Perspectives on Cultural Values- Social Responsibility and Organizational Performance- Leadership based Performance Management- Role of Leadership in developing and Leading High Performing Teams.

References:

1. Michael Armstrong “Performance Management” 2010, Kogan Page.
2. A.S.Kohli&T.Deb, “Performance Management”, 2009, Oxford.
3. T.V.Rao, Performance Management & Appraisal System, Sage , 2008.
4. A.M. Sharma, Performance Management System”, 2010, HPH.
5. M Armstrong, “Performance Management & Development”, 2010,Jaico.
6. PremChadha,Performance Management, 2009, Macmillan.
7. Joe Willmore, “Performance Basics”, 2004, ASTD Press.
8. S.K.Bhatia “Performance Management”, 2007, Deep and Deep Publication.
9. Peter G. Northouse, “Leadreship”, 2010, Sage. Lussir, “Efective Leadership”, 2009, Cengage.

Paper – 304
Finance Elective- I (Major Area)

STRATEGIC FINANCIAL MANAGEMENT (SFM)

UNIT-I: Introduction: Financial Policy –Corporate Strategy – Strategic Financial Planning. Raising Long Term Finance Public Issue – Right Issue –Private Placement –Method of Corporate Valuation-Discounted Cash Flow Method–Comparable Company Method –Adjusted Book Value Method.

UNIT-II: Corporate Valuation : Key Drives –Capital Structure Planning – EBIT –EPS-ROCE Analysis(Problems) – Corporate Financial Models – Growth and External Financing Requirement –Concept and rationale of Social Cost Benefit Analysis(SCBA).

UNIT-III: Corporate Acquisitions: Mergers –Types – Reasons –Mechanics –Cost and Benefit – Timing of Merger Activity – the role of exchange rates and takeover process – Evaluating Merger as Capital Budgeting Proposal –Terms of Mergers – Takeovers – Signs of Takeovers.

UNIT-IV: Corporate Restructuring: Joint Ventures –Financing and Evaluation –Rationale and Role of Joint Ventures – Sell Offs –Change in Ownership –Divestitures – Spin-off –Split-off – Going Public –Privatization –Leveraged Buyouts –Buyback of Shares –Alignment of Interest –Corporate Governance.

UNIT-V: Corporate Financial Strategies: Strategies during Inflation – Sickness – Corporate Risk Management – Methods of Reducing Corporate Risk –Corporate Business Unit and Desk Level Risk –Regulatory Requirements regarding disclosure and transparency.

References:

1. Copeland and Weston, Financial Theory and Corporate Policy, 3Ed, Addison Wesley, 1998.
2. Prasanna Chandra, Financial Management Theory and Practice, TMH, New Delhi.
3. Weston J.F., Chung K.S. &Hoge , Mergers, Restructuring and Corporate Control, PHI.
4. William H. Beaver & George Parker, Risk Management, Problems and Solutions, Mc Graw-Hill, 1995.
5. Khan and Jain, Financial Management, TMH, New Delhi, 1999.

Paper – 305 & 306
Marketing Elective (Major I & Minor)
MARKETING OF SERVICES (MOS)

UNIT-I: Introduction: Service Marketing: Meaning, Conceptual framework- Scope of Services, Goods v/s. Services, Reasons for Growth of Services, Service Marketing Environment.

UNIT-II: Characteristics of Services: Intangibility, Inconsistency, Inseparability, Inventory- Industrial Services-Consumer v/s Industrial Services-Consumer Behaviour in Services- Segmentation- Targeting- Positioning.

UNIT-III: Service Marketing – Mix: Product, Price, Place, Promotion, People, Physical Evidence, Process

UNIT-IV: Introduction to Types of Services: Financial Services, Health Care Services, Hospitality and Tourism Services, Information Technology Services and other Services

UNIT-V: Service Quality: The Dimensions of Quality, Quality determinants, Understanding Quality Management, the Gronroos Model, PZB Model, Measuring Services Quality: SERVQUAL model

References:

1. M.K. Ram Pal & SZ Gupta, Service Marketing, Concepts, Applications and Cases, Galgotia Publishing Company, New Delhi
2. V. A. Zeithaml and M. J Bitner, Services Marketing, Tata MC Graw-Hill Company Limited
3. V. Venugopal & Raghu, Services Marketing, Himalaya Publishing House.
4. S. M. Jha, Services Marketing, Himalaya Publishing House.
5. Ravi Shanker, Services Marketing – The Indian Perspective, Excel books, New Delhi.

Paper – 305 & 306

HRM Elective- (Major II & Minor)

INDUSTRIAL RELATIONS MANAGEMENT AND LAW (IRML)

UNIT-I: Introduction: Concept of Industrial Relations-Philosophy –Evolution and Growth of Industrial Relations in India – Factors influencing Industrial Relations- Causes – Consequences – Measures to overcome the Poor Industrial Relations.

UNIT-II: Employee Grievance And Discipline: Concept of Grievance – Definition –causes of employee grievances – Machinery of Redressal for Employee Grievances – Standing Orders – Industrial Discipline-Principles-Code of Discipline.

UNIT-III: Collective Bargaining And Trade Union: Concept of Collective Bargaining – Definition – Process – Problems – Trade Union-Concept and Definition – Objectives – Functions – Problems of Trade Unions in India – Machinery for overcoming the problems of Trade Unions.

UNIT-IV: Labour Legislations: Introduction to Labour Legislation – Philosophy of Labour Laws –Origin, Concepts- Objectives and classifications of Labor Laws -Labour Laws and I.L.O.

UNIT-V: Worker's Safety And Welfare Laws: Salient features of Factories Act, 1948 – Minimum Wages Act, 1936 – Workmen Compensation Act, 1923 – Industrial Disputes Act, 1947- Machinery for Prevention and Settlement of Disputes – Employee State Insurance Act, 1948.

References:

1. Dale Yoder, Personnel Management and Industrial Relations, PHI.
2. Memeori & Memeoria, Dynamic of Industrial Relations in India, Himalaya.
3. R.C. Saxena, Labour Problems and Social Welfare, K. Nath & Co.,
4. Arun Monappa, Industrial Relations, TMH.
5. Ratna Sen, Industrial Relations in India, Macmillan Publishers.

Paper – 305 & 306
Finance Elective- (Major II & Minor)
FINANCIAL INSTITUTIONS AND MARKETS (FIM)

UNIT-I:Introduction: Indian Financial System –Organized and Unorganized Capital and Money Market – Constituents – Players and types of financial Services –Fund based and Fee based financial services – Role of financial services in growth and development of Indian Economy.

UNIT-II: Merchant Banking: Concept –Definition –Characteristics – Nature and Scope –Functions of Merchant Banker –SEBI and Merchant Banking in India –Problems and Prospects of Merchant Banking in India.

UNIT-III: Mutual Funds And Leasing: Mutual Funds :Concept , Types of mutual funds, Advantages of mutual funds,SEBI and Regulation of Mutual funds,Evaluation of Mutual funds –Leasing: concept and Definition,Evolution of Indian Leasing industry ,Funding and regulatory aspects of Leasing in India ,Financial Evaluation of Leasing.

UNIT-IV: Venture Capital And Hire Purchase: Concept and features of Venture Capital, Nature and Scope of Regulatory framework,Venture Capital Investment Process,Evaluation Criteria ,Limitations,Problems of Venture Capital in India –Factoring : Concept & Forms- Concept and Characteristics of Hire purchase, Financial evaluation of Hire Purchase

UNIT-V:Credit Rating: Credit Rating :Concept,Utility, Types and symbols of credit rating, Financial dimension of credit rating and their methodologies, Credit rating Agencies in India.

References:

1. M. Y. Khan, Financial Services TMH , New Delhi.
2. L. M. Bhole, Financial Markets and Institutions, Himalaya Publishers.
3. Meir Kohn, Financial Institutions and Markets, TMH , 1996.
4. V.A.Avadhani , Marketing of Financial Services, HPH, Mumbai.
5. John Hennings , Financial Markets and Insitutions. Gordon &Natrajan, Financial Services&Market Himalaya Publications.

Paper – 307

MIS Practical - V B Reports Lab

1. Creation of simple forms using various controls
2. Creation of simple forms using Mouse and Key board
3. Creation of forms using control structures
4. Creation of forms using built-in functions
5. Creation of forms using Menus
6. Creation of forms for data base applications using DOA, RDO and ADO
7. Creation of forms for student information, Pay Roll etc
8. Generation of Reports using Reports.

MBA – IV Semester

Paper-401

ENTREPRENEURSHIP DEVELOPMENT AND MANAGEMENT OF SMALL ENTERPRISE(EDMSE)

UNIT-I:Introduction: Concept, Meaning, and Definition of Entrepreneurship –Entrepreneurship in Developing Economy – Entrepreneurial Values and Attitudes.

UNIT-II:Entrepreneurial Motivation: Concept and Meaning, Process, Motivating factors – Classification of Entrepreneurs – Economic Barriers to Entrepreneurship –Non-Economic Barriers to Entrepreneurship.

UNIT-III:Project Analysis: Meaning and Definition of Project, Types & Characteristics – Project Phases – Project Life Cycle – Project Family Tree – Feasibility Analysis and Project Report.

UNIT-IV:Small Enterprise: Concept and Meaning of Small Enterprise - Procedure of starting Small Enterprise – Vital Decision to make during start up: Project Report Preparation, Choice of Enterprise, and Market Assessment of Small Enterprise.

UNIT-V:Managerial Aspects Of Small Enterprise: Determining Staffing requirements - Selection of Personnel – Training and Development - Determining financial requirements –Sources of Finances – Layout – Marketing – Channel Selection – Sales Force Development and Management.

References:

1. Satish Taneja&S.L.Gupta, Entrepreneur Development, Goltotia Publishers.
2. S.S.Khana, EntrepreneurialDevelopment,S.Chand Publishers.
3. Vasant Desai,Small Scale Industries and Entrepreneurship, Himalaya Publishers
4. Prasanna Chandra, Project Analysis &Implementation, TMH
5. P.KeshavaRao,Project Management, Sultan chandPublishers.

PAPER-402

STRATEGIC MANAGEMENT(SM)

UNIT-I:Introduction:Concept and Meaning, Definitions, Characteristics, Process – Nature of Strategic Decision Making – Factors shaping Company Strategy – Linking Strategy with Ethics and Social Responsibility.

UNIT-II: Corporate Capability Analysis: Corporate Capability: Concept, Significance ,Approaches ,Process – Assessment of Internal Capabilities – Preparing Capabilities Profile – Techniques of Corporate Appraisal – Core Competence and Stages of development –Significance and Limitations of Core Competence.

UNIT-III:Corporate Strategy: Strategies for small business – Turn-around Management – Management of diversified firm and Strategic decision in Mergers & Takeovers –Expansion Strategies: Vertical Integration, Horizontal Integration –Interrelationship among Business units –Entry into New Business.

UNIT-IV:Strategy Implementation: Project Implementation – Procedural implementation –Resource allocation – Structural implementation – Behavioral implementation – Leadership – Corporate Culture.

UNIT-V: Strategic Control: Operational Control – Techniques – Strategic Evaluation and Control – Role of Organizational Systems in Evaluation

References:

1. A.A, Thomson&A.J.Stickland.,Strategic Management Concepts and Cases. McGrawhill Publishers
2. AzharKazmi, Business Policy and Strategic Management, TMH, New Delhi, 1992.
3. SubbaRao.P , Business Policy and Strategic Management , Himalaya publishing House , 1999.
4. Ramaswamy and Namakumari , Strategic Planning and Corporate Policy, McMillan Publishers

Paper-403

ISLAMIC BANKING AND FINANCE (IBF)

Unit I –Conventional Financial System and Banking:Components of Financial System: Financial Instruments, Financial Market, Financial Intermediaries- Regulators of Financial Market : RBI, SEBI, IRDA- Indian Banking system and its structure- Money Market : types and instruments- Capital Market : types & instrument- Financial Intermediaries: Merchant Bank, Stock Exchanges, Credit Rating, Mutual Fund, Venture Capital.

Unit II–Introduction to Islamic Economic and Finance : Principles of Islamic Economic system: Property right, Property obligations, Contracts, Trust, Work, Wealth, Risk Sharing- Factors of production-Principles of consumption- Business and commercial ethics in Islam; Islamic system of wealth distribution- Role of State.Shariah and its sources-Principles and Objectives of Shariah-Major Prohibitions: Riba, Gharar, Maysir.

Unit III - Islamic Financial Contracts:Conditions of contract- Waad- Muwaahda-Aqd- Elements of Contract: Contracting parties, subject matter- Offer and acceptance, - Types of contract: Mudaraba, Musharaka, Murabaha, Ijara, Salam, Istisna, Wakala (Agency contract)

Unit IV–Islamic Banking Operation:Islamic appraisal of conventional banking - Operating structure of an Islamic Bank- Sources and Applications of Funds- Products offered by Islamic Banks.

Unit V- Islamic Capital MarketBasic Concepts of Financial Market- Capital Market Instruments-Islamic capital market (ICM) – Features and Instruments- Shariah Screening of Stocks- Dividend Purification- Islamic Mutual Fund- Sukuk and its features- Role of Islamic Capital Market.

References:

1. Obaidullah,Mohammed, Islamic Financial Services,Scientific Publishing Centre, King Abdul Aziz University, Jeddah, 2005.
2. Ragie Z A, Business Principles in Islam, MarkazulMaarif, New Delhi, 1995.
3. Metwally MM, Essay on Islamic Economics, Academic Publishers,Aligarh , 1998.
4. Peerzade, Afzal, Readings in Islamic Fiscal Policy, Adam Publishers, New Delhi, 1996.
5. Mills, Paul S. and John R Presley, Islamic Finance: Theory and Practice, London, MacMillan,1999.

Paper-404

Marketing Elective- Major
RETAILMANAGEMENT

UNIT-I:Introduction: Meaning of Retailing, economic significance and opportunities in Retailing, Types of Retailing, Retailing Scenario in India, Global Prospective of Retailing in India.

UNIT-II:Retailing Strategies: Definition of Retail Market Strategy- Target Market and Retail Format-Sustainable Competitive Advantage- Growth strategies- Strategic Retail Planning Process- Rural Retailing- Factors to be considered for Starting Retail Rural Ventures-, Planning and Buying Merchandise.

UNIT-III: Retail Pricing, Promotion and Store Management: Pricing strategies, Approaches for setting Price, Using Price to Stimulate Retail Sales- Methods of Communication with Customers, Planning Retail Communication Process, and Using Communication Programme to develop Brand Image & Loyalty- Recruitment, Selection and Training of Store Employees- Motivating- Compensating and Controlling the Employees.

UNIT –IV :Store Planning, Design Layout: Store Planning -Location Planning - Types of Retail Locations - Factors for Choosing a Location - Store Design - Retailing Image Mix- The Space –Mix- Store Layout ,Importance of Layout , Steps in designing Layout.

UNIT –V: Information Technology in Retailing: Growing Role of IT in Retailing- Information Systems and Supply Chain Management- Human Resources and Executive Information System- Customer Relationship Management- Process of CRM- Developing and Implementing CRM Programme.

References:

1. SwapnaPradhan : Retail Management, Tata Mc Graw Hill Company Limited.
2. Lucas Bush Gresham : Retailing, All India Publication & Distribution.
3. Levy Weitz : Retail Management, Tata Mc Graw Hill Company Limited. 2008
4. Arif Shaik , Kaneez Fatima : Retail Management, Himalaya Publication House 2008
5. Patrik M Dunne, Robert F Lusch, David A Griffith: Retailing, Thomas Publication 2007
6. Gibson G. Vedamani : Retail Management, Jaico Publication House-New Delhi -2004

Paper – 404

HRM Elective- I (Major Area)
INTERNATIONAL HUMAN RESOURCE MANAGEMENT(IHRM)

Unit – I: Introduction to IHRM : Definition, Reasons for going global, Difference between IHRM and Domestic HRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model European Model, Culture and employee management issues.

Unit – II : Recruitment, Selection and Staffing in International Context: International Managers – Parent Country Nationals, Third Country Nationals, Host Country Nationals, advantages and disadvantages of different selection methods,

different approaches to multinational staffing decisions, selection criteria and techniques, use of selection tests, interviews for International selection.

Unit – III :Training & Developing in International context: Context backdrop of International training, Types of expatriate training, HCN training, Knowledge transfer in MNCs. Performance Management: Performance appraisal of expatriate, Third and Host Country employees, Specific performance management practices.

Unit – IV :International Compensation: Forms of compensation and factors that influence compensation policy, key components of International compensation, Approaches to International compensation, Global compensation: emerging issues.

Unit – V :HRM practices in different Countries – Japan, USA, UK, Turkey, Middle East, India and China and their culture, HRM and other employee related values and best practices. A comparison of India with other listed Countries, Areas of improvement in Indian systems and culture.

References:

1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 4th Edition IE.
2. Monir H. Tayeb: International Humana Resource Management, Oxford University Press, IE
3. P. Subba Rao: Essentials of IHRM & IR, Himalaya Publishers
4. Beardwell I. & Holden L: HRM A Contemporary Perspective, London: Pitman, 1997.
5. Rober L. Mathis & John H Jackson: Human Resource Management, Thomson – Western Publishers.
6. David A. Decenzo, Stephen P. Robbins: HRM, John Wiley & Sons, Canada Limited, 2010.

Paper -404

Finance Elective- Major

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (SAPM)

UNIT-I:Introduction: Concept and Definition of Investment – Investment Decision and Process – Types –Investment Vs Speculation-Role of Speculator – Source of Investment Information –Securities Market-Primary and Secondary Market –Stock Exchanges – Portfolio Risk and Return.

UNIT-II:Security Analysis: Objectives of Security Analysis –Fundamental Analysis –Economy – Industry and Company Analysis –Technical Analysis –Dow Theory –Oscillators –Elliot Wave Theory –Efficient Market Theory.(Theory)

UNIT-III:Valuation of Securities: Valuation of Equity Shares – Preference Shares –Valuation of Debt Securities –Interest Rate Risk –Default and Purchase Power Risk –Firms Structure of Shares (Problems)

UNIT-IV: Portfolio Theory: Traditional Theory of Portfolio Management –Arbitrage Pricing Theory –Modern Theory of Portfolio Management – Morkowitz Risk Return Optimisation –CAPM - Sharpe Portfolio Optimisation –Portfolio Selection – Diversification –Efficient Frontier –Capital Market Line (Problems)

UNIT-V:Portfolio Performance Evaluation: Concept –Objectives –Sharpe – Treynor and Jenson's Portfolio Performance Measures – Portfolio Revision – (Problems)

References:

1. Fisher and Jordan,Securities Analysis and Portfolio Management, PHI.
2. Sharpe,Alexender and Bailey ,Investments, PHI, New Delhi.
3. Preeti Singh, Investment Management,Himalaya Publishers.

4. Strong R.A, Portfolio Management Handbook,Jaico Pub-1990.
5. Francis, Investment ,Analysis and Management,TMH,1999.

Paper- 405-406

Finance Elective- Major and Minor
INTERNATIONAL FINANCE (IF)

UNIT-I:Introduction: The International Financial Environment –Meaning, Scope, Importance, and Components–The Growth of Multinational Enterprise –Financial Management in Multinational Setting.

UNIT-II: International Financial System. Nature of International Financial System –International Financial Transactions – Fundamental Parity Conditions – The Purchasing Power Parity –The Interest Parity.

UNIT-III:Foreign Exchange Market: Concept of Foreign Exchange Market –Components – Exchange Rate Determination and Forecasting – Modern Theories of Exchange Rate-Exchanges on Indian Foreign Currency Market –Foreign Exchange Management Act (problems)

UNIT-IV:Financing of International Operations: International Equity Investments – Long-term Borrowing in the Global Capital Markets –Features and Growth of Major International Markets-The European Monetary System – Economic and Monetary Union – Asian Currency Market – GDRs –ADRs - Designing a Global Financing Strategy.

UNIT-V: International Trade And Banking System: The Letter of Credit –Alternative Payment and Guaranteeing Procedures – Short term Financing of International Trade –Forfeiting –A form of Medium Term Finance –Financing by Government Export Agencies.

References:

1. P.G. Apte, International Financial Management, second edition,TMH, Publishing Co.,New Delhi,1998.
2. Alan C. Shapiro, Multinational Financial Management, John Wiley 2001
3. A.K. Seth, International Financial Management, GalgotiaPublishing Company, New Delhi,2000.
4. A.V.Rajwade, Foreign Exchange, International Finance and Risk Management Academy of Business Studies,1995.
5. C. Jeevanandam, Foreign Exchange Airthmatics, Sultan Chand and Sons New Delhi, 1996.

PAPER-405 & 406

Marketing Elective- Major and Minor
SALES AND ADVERTISEMENT MANAGEMENT (SAM)

UNIT-I:Sales Management Meaning ,Objectives, Personal Selling and Salesmanship, Theories of Selling, Steps of Effective Selling, Personal Selling objectives, Personal Selling strategies.

UNIT –II:Sales Force Management:Planning for Sales Personnel, Recruitment, Selection and Training of Sales Personnel, Motivation, Compensation and Controlling of Sales Personnel, Sales Organization.

UNIT –III:Sales Control And Analysis: Sales Control :Objectives , Sales Control Process, The Sales Budget-Quotas- Sales Territories- Cost Analysis- Sales Executive,Its Functions, Qualities of Effective Sales Executive.

UNIT-IV:Advertising Management:Advertising, Definition, Advertising Classification, Functions and Benefits, Major Advertising Decisions, Advertising Objectives- Budget allocation- Its approaches- Advertising Media Planning and Strategy- Media Selection.

UNIT-V:Advertisement Program And Ethical Issues:Building an Advertisement Programme -Measuring Advertising Effectiveness- Internet Advertisement- Evaluation of Social, Ethical and Economic aspect of Advertisement- Role of Advertisement in Indian Economic development.

References:

1. Still Cundiff, Govani: "Sales Management –Decision, Strategies and Cases" Prentice hall 2009.
2. KujnishVashisht: "A Practical Approach to Sales Management "Atlantic Publication and Distribution.
3. S.A Chunawalla "Advertising and Sales Promotion" Himalaya Publication House 2008
4. Rajeev Batra, John G . Myers, David A .Aakar- Advertisement Management Pearson Education 2006.
5. George E Belch & Michael A Belch - Advertising and Promotion- An Integrating Communications Perspective- Tata Mc Hill 2003
6. Sh. H. Kezmi, Satish K .Betra- Advertising and Sales Promotion- Excel Book New Delhi 2004.

Paper- 405 & 406

HRM Elective- Major and Minor

HUMAN RESOURCE DEVELOPMENT (HRD)

UNIT-I:Introduction: Human Resource Development : Concepts and Definition, Evolution of HRD- Basic Principles and Assumption of HRD approach – Human Resource Approach Vs Traditional Personnel Management Approach – Importance of HRD approach in the era of Globalisation.

UNIT-II:Human Resource Development Strategies: Strategies for Human Resource Development –Integrating Human Resource Development functions with other functions – Role of Top Management – Role of HRD functionaries and other functionaries.

UNIT-III:Human Resource Development and Supervision: HRD and Line Managers – Task Analysis – Motivational aspects of HRD – Developmental Supervision – Counseling and Mentoring – Career Counseling,Planning and Development.

UNIT-IV:Major Issues in Human Resource Development: Organizational approach – HRD Culture and Climate: Concepts and Components – Organizational Development: Concept – Development Intervention, Kinds, Schemes, Interpersonal and Group Process interventions.

UNIT-V:Human Resource Development and Psychological Foundations: Basic Principles of Behavior Development – Theories of Learning – Personality – Motivation - Role of Training and Retraining Programmes – Management Development(Executive Development)-Organizational Development.

References:

1. Wendell, L.French&Ceil H. Bellor J, Organizational Development

2. Beekhard.R ,Organizational Development Strategies & Model
3. Nair & Rao T.V. , Excellence through HRM, TMH, New Delhi, 1990
4. French Bell ,Organizational Development,Behavioural Science interventions for Organisation Improvement,Pearson Education Publisher, 2000
5. Robbins ,Organisational Behaviour, 13Ed ,Pearson Education, 2000
