

SRI VENKATESWARA UNIVERSITY
DEPARTMENT OF MANAGEMENT STUDIES
TIRUPATI – 517 502



MASTER OF BUSINESS ADMINISTRATION (M.B.A)

**(For Regular students studying in Dept. of Management Studies, S.V. University
& Affiliated Colleges, S.V. University)**

UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

(w.e.f. 2016 – 2017)



SRI VENKATESWARA UNIVERSITY::TIRUPATI
SVU COLLEGE OF COMMERCE MANAGEMENT & COMPUTER SCIENCE

MASTER OF BUSINESS ADMINISTRATION

(M.B.A)

UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

REGULATIONS — 2016

**(For Regular students studying in Dept. of Management Studies, S.V. University
 & Affiliated Colleges, S.V. University)
 (To come into effect from the academic year 2016-17)**

1. GENERAL INFORMATION

- 'Credit' is concerned with the quantum of syllabus and workload assigned to a Particular course
- one credit = one lecture hour / week

Choice based credit system provides an opportunity to students to learn subject at their own pace registering for more or less than the desired number of courses to secure post graduation degree. It allows to experience inter disciplinary approach in learning.

(i) Program — Course

- A program consists of a number of courses
- A course is a paper of the program
- A course may involve, Lectures / Tutorials / Lab Work / Seminars / Case Studies / Group Discussion / Role Playing / Project / Practical Training
- The effort in the form of tutorials, lab work, seminar, case studies, group discussion, role playing, project and practical training, covering 100 marks is assigned with 4 credits.
- A course length is usually 15 lecture weeks
- Each course is given a code

(ii) Classification of courses:

The various courses offered to students are of three types:

(a) Core Course:

Core courses are those, knowledge of which is essential for students registered.

These courses are mandatory.

A core course may be a theory or practical paper.

(b) Elective:

An elective allows students to gain knowledge in areas where the concerned subject has applications.

Generic Electives:

The department declares electives for its own students, out of which the desired electives are chosen by the students of parent department. These are called Internal Electives (IE).

Open Electives:

The department declares electives for the students of parent department and other departments. These electives are taught out of college normal working hours if a minimum of 20 students opted these electives from other departments.

- The credits obtained are mandatory
- By choosing an elective from outside the department , a candidate may have to sacrifice an elective of his own department.

(c) Specialisations:**Core Specialisation:-**

A student should select three electives in each of the third and fourth semesters in the same area. If all three chosen from the same area in Semester III & Semester IV, it will be called core specialization.

Dual Specialisation:-

A students shofild select three electives from each area of specialasation (not exceeding two areas in third and fourth Semesters put together.

- (d) Specialisation of the students should be mentioned as Core Specialisation or Dual Specialisation in Provisional Certificate / Degree Convocation by the Controller of Examination, S.V.University.

(e) Self Study Course:

The concerned department allows students to choose additional one or two courses, during **III** and **IV** semesters, to acquire more knowledge and extra credits. But these credits are not to be taken into account for awarding grades or class. Such courses should be in advanced areas of the subject. A three member teachers committee appointed by the faculty committee of Dept. of Management Studies, S.V.University shall supervise the student(s) opting the self study courses. The number of credits for each of such course will be decided by the above committee. The grading will be as per the procedure approved for the CBCS. For self study courses, question paper setting and evaluation are internal only. However the grades and the credits obtained by opting these courses will be shown separately in the consolidated marks list under the category "**Self Study Course**".

(iii) Semesters: An academic year is constituted by two semesters.

- Odd semester covers the period August to December, Sixteen weeks of which are lecture weeks.
- Even semester covers the period December to April, with Sixteen lecture weeks.
- In each semester there are no preparatory holidays for semester end Examinations, next semester follows immediately at the end of previous semester end examinations. Semester end examinations are on each working day without gap between two examinations.

2. Eligibility:

The candidates seeking admission into the MBA Programme should have Passed the Bachelor Degree Examination of a minimum of Three Years duration of this University or an examination recognized by this University as equivalent thereto and besides to have passed in the prescribed entrance examination, and fulfil any other conditions as in vogue for admission into the M.B.A Degree programme.

3. For passing the MBA Degree examination, the candidate has to fulfill the conditions Prescribed hereunder:

- a) The Candidate has to undergo a course of study in the University College extending over a period of two academic years, each academic year consisting of two semesters and each semester consisting of 16 weeks duration including semester-end examinations.
- b) The First Year comprises of two semesters and each semester contains seven common courses. The Second Year also has two semesters and each semester contains four common courses and three electives. Details of course structure and evaluation, are given in Annexure - I
- c) At the end of III semester, a project viva-voce examination will be conducted on project work carried out in that by a panel of examiners. The panel consists of a minimum of one internal examiner and one external examiner.
This Viva-Voce examination carries a maximum of 100 marks. In case of failure of the candidate in the Viva-voce examination, he / she has to reappear along with the regular candidates when the viva- voce examination is held for the concerned semester.

4. Industrial Training and Project Work:

- (i) Each student must undergo internship in any one of the reputed corporate industrial establishments for a period, not less than eight weeks but not more than 10 weeks in between II and III semesters.

- (ii) Each student shall do the project work under the supervision of a faculty guide allotted to him/her. In the Organisation where the candidate undertakes project work, the student must have a supervising guide to look after the progress of work in the company. The student must maintain a diary during his/her stay in the company which will be submitted to the Head of the Department, after completion of the project.
- (iii) The candidate must give joining report in the organization by producing a letter issued by the Head of the Department. On completion of the training, the candidate must take relieving certificate and a certificate for bona fide work, which are to be submitted to the Head of the Department.
- (iv) The internship envisages submission of dissertation (Code No. 304 of III Semester) which carries a maximum of 100 marks including 30 marks for sessionals. The dissertation shall be valued for 70 marks by an internal examiner and an external examiner separately. In the III semester, the candidate has to present one seminar on the topic for evaluation by the faculty.

5. Medium of instruction in English Only.

6. Scheme of Examination:

There shall be four semester-end examinations spread over two academic years. Each course carries a maximum of 100 marks including 30 marks for sessionals. Duration of the semester-end examination is 3 hours for each paper of 70 marks. The sessional marks will be assigned on the basis of tests, quizzes, seminars, carry home assignments, etc., by the concerned teacher.

7. Attendance:

- 7.1 Regular course of study, in a semester, means a minimum average attendance of 75% in all the papers computed by totaling the number of periods of lectures, tutorials, practical and project as the case may be, held in every paper as the denominator and the total number of periods attended by the student in all papers, as the numerator.
- 7.2 However, a student has to put in a minimum attendance of 60% in each subject, in addition to the condition laid down in clause 7.1.
- 7.3 No consideration whatsoever in attendance will be shown to any student for late admission due to any reason.
- 7.4 Condonation of shortage of attendance may be recommended provided a student puts in at least 62.5% attendance, in all the papers put together as calculated in clause 7.1 above, along with a minimum of 50% attendance in each subject as stated in clause 7.2, and provided the Principal is satisfied with the reason for shortage of attendance.
- 7.5 A student who could not satisfy these requirements of attendance as given in clauses above, in any semester, shall have to repeat that semester.

7.6 A certificate of satisfactory attendance must be submitted by the student from the organization where he/she undertakes Project Work.

7.7 Further, a student is required to complete the course of study satisfying the attendance requirements in all the four Semesters, within a period of first Eight Semesters from the time of admission, failing which he/she shall forfeit his /her seat.

7.8 A student, who has satisfied the minimum attendance requirements in any semester, may repeat that semester after obtaining written permission from the Principal and cancelling the previous record of attendance and sessional marks of that semester. However, this facility may be availed by any student not more than twice during the entire course of study and the entire course of study shall be within the first Eight Semesters as stipulated in clause 7.7.

8. Promotion:

A candidate who has put in the required minimum attendance as stipulated in Clause No.7 and has registered for the semester-end University examination by paying the required examination fee is eligible for promotion to next semester. There shall be no detention of failed candidates or candidates who are absent for the semester-end University examination.

9. Evaluation:

There shall be both Internal and External evaluation for the semester-end examinations, including Project Report.

10. Qualifying Marks for Pass

a)

i) A candidate appearing for the first time for the Examination of any Semester, has to register for the whole examinations of that Semester. A candidate shall be declared to have passed the whole or a part of the whole examination if he/she secures not less than 40% of marks in each theory paper/practical/project report in Semester-end University Examination and not less than 40% marks in Internal Assessment and Semester-end Examination put together.

ii) To pass, the candidate has to obtain a minimum of 40 marks out of 100 marks in VIVA-VOCE examination.

b) A candidate who fails to get pass marks for the Project report should submit the revised report along with the next batch of students.

c) A candidate, who fails and wish to appear for whole of theory examination of any semester may do so after cancelling the previous results of the theory examination of that semester. It is applicable only for semester -end examination.

(c) There shall be no supplementary examinations. The failed candidate shall be required to appear again for the examinations along with the regular candidates of next batch.

11. Grading and Grade Points:

Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale

Letter Grade:

It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.

Semester Grade Point Average (SGPA):

It is a measure of performance of work done in a semester. It is the ratio of total credit points secured by a student in the courses registered in a semester and a total course credits taken during that semester. It shall be given up to two decimal places.

$$\text{SGPA (Si)} = \sum (C_i \times G_i) / \sum C_i$$

where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

Cumulative Grade Point Average (CGPA):

It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in the courses in all semesters and the sum of the total credits of all courses in all the semesters. It is given up to two decimal places.

$$\text{CGPA} = \sum (C_i \times S_i) / \sum C_i$$

where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to two decimal points and reported in the transcripts.

Letter Grades and Grade Points: A 10-point grading system with the following letter grades is to be followed.

Grades and Grade Points

Letter Grade	Range of Marks	Grade Points
O (Outstanding)	75-100	7.5-10
A+(Excellent)	65-74	6.5-7.4
A(Very Good)	60-64	6.0-6.4
B+(Good)	55-59	5.5-5.9
B(Above Average)	50-54	5.0-5.4
C(Average)	41-49	4.1-4.9
P (Pass)	40	4.0
F(Fail)	< 40	00.39
Ab (Absent)	-	0

A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.

- 11.1 In each Semester every student who satisfies the attendance requirements should register for examination, failing which he/she shall not be promoted to the next semester. Any such student who has not registered for examination in a semester shall repeat that semester in the next academic year after obtaining the proceedings of the Principal.
- 11.2 To pass a course in PG Programme, a student has to secure a minimum Grade of PG in End-Semester Examination. A student obtaining Grade F shall be considered failed and will be required to reappear in the examination. A student cannot reappear for the End-Semester Examination in a course in which he/she has passed to improve the score.
- 11.3 A student is eligible to improve the marks in a paper in which he has already passed, in with 4 years from the year of admission as and when it is conducted for the subsequent batches. This provision shall not be provided once the candidate is awarded Degree.
- 11.4 A student who has failed in a course can reappear for the End-Semester Examination as and when it is held in the normal course. The Sessional Marks obtained by the student will be carried over for declaring the result.
- 11.5 Whenever the syllabus is revised for a course, the End-semester Examination shall be held in old syllabus three times. Thereafter, the students who failed in that course shall take the End-semester Examination in the revised syllabus

Cumulative grade point average (CGPA) :CGPA = 10⁻¹ OWPM

- i) A candidate who secures 70% and above in the total aggregate marks, will be placed in OUTSTANDING (O).
- ii) A candidate who secures 65% and above but less than 70% of marks in the total aggregate, will be placed in FIRST (A¹).
- iii) A candidate who secures 60% and above but less than 65% of total aggregate will be placed in FIRST (A).
- iv) A candidate who secures 55% and above but less than 60% of total aggregate will be placed in SECOND (B⁺).
- v) A candidate who secures 50% and above but less than 55% of total aggregate will be placed in SECOND (B).
- vi) A candidate who secures 40% of marks in each Course with an overall aggregate of 40% or above and above but less than 50% of total aggregate will be placed in THIRD (C).

NOTE: Marks and Gradation Certificates shall be issued by the Controller of Examinations as prescribed in this Regulations for each Semester.

12. Award of Ranks:

Ranks shall be awarded in each branch of study on the basis of cumulative Grade Point Average (CGPA) for top ten percent of the students or top three students whichever is higher. The students who have become eligible for the award of PG degree by passing all the four semester regularly without break shall only be considered for the award of ranks.

Improvement:

The candidates are permitted to improve their marks/class by taking Semester-end examinations in one or more papers after two years of their regular study as per the existing regulations and syllabi.

Note : The candidates shall be permitted to improve their marks within a period of **four years** from the date of admission into First Semester.

13. Transitory Provision:

- a) For candidates who studied the M.B.A. Degree Course under previous regulations and syllabus, and who could not pass some or all the courses (papers) shall be permitted to take examinations under old regulations and syllabus for three more times after the last regular examinations of the concerned subject (s).
- b) Candidates who satisfied the minimum attendance requirements in any semester under Old Regulations, but who are yet to pass some papers even after three chances as stated in 14.(a), shall appear for the equivalent papers under Revised Regulations, as specified by the Chairman of the Board of Studies.

14. Amendment to the Regulations:

Sri Venkateswara University reserves the right to amend these regulations at any time in future without any notice. Further, the interpretation of any of the clauses of these regulations entirely rests with the University.

MASTER OF BUSINESS ADMINISTRATION (M.B.A)
UNDER CHOICE BASED CREDIT SYSTEM (CBCS)
(For Regular students studying in Dept. of Management Studies, S.V. University
& Affiliated Colleges, S.V. University)
(To come into effect from the academic year 2016-17)

SCHEME OF EXAMINATIONS

Semester – I

Code No.	Title of the Paper	Hours/ Week	No of credits	Core/ Elective	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
101	Management and Organizational Behaviour	4	4	Core	30	70	3 Hrs	100
102	Managerial Communication	4	4	Core	30	70	3 Hrs	100
103	Managerial Economics	4	4	Core	30	70	3 Hrs	100
104	Accounting for Managers	4	4	Core	30	70	3 Hrs	100
105	Quantitative Analysis for Management Decisions	4	4	Core	30	70	3 Hrs	100
106	Information Technology for Managerial Applications	4	4	Core	30	70	3 Hrs	100
107	Business Statistics	4	4	Compulsory Foundation	30	70	3 Hrs	100
108	Human Values and Professional Ethics	4	4	Elective Foundation	30	70	3 Hrs	100
	Total	32	32		240	560		800

Semester – II

Code No.	Title of the Paper	Hours/Week	No of credits	Core/ Elective	Sessional Marks	Sem End Marks	Exam Duration	Maximum Marks
201	Marketing Management	4	4	Core	30	70	3 Hrs	100
202	Financial Management	4	4	Core	30	70	3 Hrs	100
203	Human Resources Management	4	4	Core	30	70	3 Hrs	100
204	Production Management	4	4	Core	30	70	3 Hrs	100
205	Business Research Methods	4	4	Core	30	70	3 Hrs	100
206	Management Information Systems	4	4	Core	30	70	3 Hrs	100
207	Operations Research	4	4	Compulsory Foundation	30	70	3 Hrs	100
208	Leadership Values	4	4	Elective Foundation	30	70	3 Hrs	100
	Total	32	32		240	560		800

Semester – III

Code No.	Title of the Paper	Hours/Week	No of credits	Core/ Elective	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
301	Business Environment	4	4	Core	30	70	3 Hrs	100
302	Entrepreneurship	4	4	Core	30	70	3 Hrs	100
303	Industrial Project Course	---	4	Core	30	70	---	100
304	PROJECT VIVA VOCE	---	4	Core	-----	100	---	100
	Elective I	4	4	Generic Elective	30	70	3 Hrs	100
	Elective II	4	4	Generic Elective	30	70	3 Hrs	100
	Elective III	4	4	Generic Elective	30	70	3 Hrs	100
	Elective	4	4	Open Elective	30	70	3 Hrs	100
	Total	32	32		210	590		800

All Core Papers are Mandatory

Generic Electives: choose three

Open Elective for the students of other Departments to earn Extra Credits. Minimum one paper should be opted.

Open Elective is any number of extra credits may be taken depending on the interest of the student.

ELECTIVES

Marketing Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
311	Consumer Behaviour	GE	4	30	70	3 Hrs	100
312	Customer Relationship Management	GE	4	30	70	3 Hrs	100
313	Marketing Research and Information Systems	GE	4	30	70	3 Hrs	100
314	Advertising and Sales Promotion Management	GE	4	30	70	3 Hrs	100
315	Product and Brand Management	GE	4	30	70	3 Hrs	100
316	Digital Marketing	OE	4	30	70	3 Hrs	100

Finance Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
321	Financial Services	GE	4	30	70	3 Hrs	100
322	Investment Management	GE	4	30	70	3 Hrs	100
323	Business Taxation	GE	4	30	70	3 Hrs	100
324	Corporate Restructuring	GE	4	30	70	3 Hrs	100
325	Bank Management	GE	4	30	70	3 Hrs	100
326	Financial Markets and Institutions	OE	4	30	70	3 Hrs	100

HRM Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
331	Training and Development	GE	4	30	70	3 Hrs	100
332	Management of Industrial Relations	GE	4	30	70	3 Hrs	100
333	Human Resource Planning	GE	4	30	70	3 Hrs	100
334	Employee Legislation	GE	4	30	70	3 Hrs	100
335	Leadership Development	GE	4	30	70	3 Hrs	100
336	Counseling	OE	4	30	70	3 Hrs	100

Systems Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
341	Systems Analysis and Design	GE	4	30	70	3 Hrs	100
342	Data Base Management Systems	GE	4	30	70	3 Hrs	100
343	Data Mining and Data Warehousing	GE	4	30	70	3 Hrs	100
344	Logistics Management	GE	4	30	70	3 Hrs	100
345	Management of Software Projects	GE	4	30	70	3 Hrs	100
346	Distributed Computing and Net work Analysis	OE	4	30	70	3 Hrs	100

Semester – IV

Code No.	Title of the Paper	Hours/ Week	No of credits	Core/ Elective	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
401	International Business Management	4	4	Core	30	70	3 Hrs	100
402	Strategic Management	4	4	Core	30	70	3 Hrs	100
403	Business Laws and Ethics	4	4	Core	30	70	3 Hrs	100
404	Organisation Development	4	4	Core	30	70	3 Hrs	100
	Elective I	4	4	Generic Elective	30	70	3 Hrs	100
	Elective II	4	4	Generic Elective	30	70	3 Hrs	100
	Elective III	4	4	Generic Elective	30	70	3 Hrs	100
	Elective	4	4	Open Elective	30	70	3 Hrs	100
		32	32		240	560		800

All Core Papers are Mandatory

Generic Electives: choose three

Open Elective for the students of other Departments to earn Extra Credits. Minimum one paper should be opted.

Open Elective is any number of extra credits may be taken depending on the interest of the student.

ELECTIVES

Marketing Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
411	Marketing of Services	GE	4	30	70	3 Hrs	100
412	Industrial Marketing	GE	4	30	70	3 Hrs	100
413	International Marketing	GE	4	30	70	3 Hrs	100
414	Retail Management	GE	4	30	70	3 Hrs	100
415	Distribution and Supply Chain Management	GE	4	30	70	3 Hrs	100
416	Sales Management	OE	4	30	70	3 Hrs	100

Finance Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
421	International Finance	GE	4	30	70	3 Hrs	100
422	Financial Derivatives	GE	4	30	70	3 Hrs	100
423	Risk Management and Insurance	GE	4	30	70	3 Hrs	100
424	Management Control Systems	GE	4	30	70	3 Hrs	100
425	Banking Technology Management	GE	4	30	70	3 Hrs	100
426	Financial Engineering	OE	4	30	70	3 Hrs	100

HRM Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
431	Strategic Human Resource Development	GE	4	30	70	3 Hrs	100
432	Reward Management	GE	4	30	70	3 Hrs	100
433	Employee Welfare	GE	4	30	70	3 Hrs	100
434	Management of Change	GE	4	30	70	3 Hrs	100
435	Stress Management	OE	4	30	70	3 Hrs	100
436	Global Human Resource Management	GE	4	30	70	3 Hrs	100

Systems Area:

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
441	Enterprise Resource Planning	GE	4	30	70	3 Hrs	100
442	Decision Support Systems	GE	4	30	70	3 Hrs	100
443	Expert Systems and Artificial Intelligence	GE	4	30	70	3 Hrs	100
444	Systems Control and Auditing	GE	4	30	70	3 Hrs	100
445	Distributed Intelligence	GE	4	30	70	3 Hrs	100
446	E – Business	OE	4	30	70	3 Hrs	100

DETAILED SYLLABUS

101 – MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

UNIT – I

Introduction to Management – Schools of Management Thought - Fundamentals of Planning, Organising Staffing, Leading, and Controlling – Decision Making

UNIT – II

Introduction to Organisational Behaviour – Foundations of Individual Behaviour – Personality Theories and Personal Effectiveness – Perceptual Process – Learning Process and Theories – Values and Attitudes

UNIT – III

Motivation Process and Theories – Managing Motivation at Work – Effective Groups and Teams – Leadership Theories and Styles – Conflict Management – Sources, Types and Management Styles of Conflict – Resolving Conflict through Negotiation

UNIT – IV

Organisational Culture and Climate – Organisational Ethos – Functionality and Dysfunctionality of Culture – Power and Politics – Organisational Change – Process and Implementation of Change – Managing Resistance to Change

UNIT – V

Organisational Development – Phases and Interventions of OD – Coping with Frustration, Stress, and Burnout – Transactional Analyses and Managerial Interpersonal Styles – Communication in Organisations

REFERENCES:

1. Sushama Khanna : “Udai Pareek’s Understanding Organisational Behaviour” (Oxford)
2. Ramesh B Rudani : “Management and Organisational Behaviour” (Mc Graw Hill)
3. Steven L McShane, Mary ANN Von Glinow and Radha R Sharma: “Organisational Behaviour” (Tata McGraw Hill)
4. Robbins, Judge and Vohra : “Organisational Behaviour” (Pearson)
5. Fred Luthans: Organisational Behaviour (McGraw Hill)
6. Dipak Kumar Bhattacharyya : “Organisational Behaviour – Concepts and Applications” (Oxford)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part – B of the question paper, the CASE shall be not less than 500 words.

102 - MANAGERIAL COMMUNICATION**UNIT – I**

Foundations of Business Communication – Nature and Scope – Communication Process – Communication Networks – Barriers to Communication

UNIT – II

Oral Communication – Importance – Business Presentations and Public Speaking – Effective Listening – Meetings and Conferences – Group Discussions and Team Presentations. Types of interviews – preparing for interviews

UNIT – III

Written Communication – Importance – Reading and Writing Skills – Business Letters – Business Reports and Proposals –Resume Building ; E-mail – Circulars and Notices. Speed reading, and time management.

UNIT – IV

Non-Verbal Communication – Significance – Types of Non-verbal Communication – Interpersonal Communication: Transactional Analysis – Johari Window – Group Communication

UNIT – V

Corporate Communication – Ethics in Business Communication – Technology based Communication Tools – Cross Cultural Communication , Business Etiquette.

REFERENCES:

1. Bovee C.L., Thill J.V. and Chatterjee A: “Business Communication Today” (Pearson)
2. Meenakshi Raman and Prakash Singh: “Business Communication” (Oxford)
3. Lesikar V.R., and Flatley M.E. : “Basic Business Communication” (Tata McGraw Hill)
4. Krizan et al.: “Business Communication” (Thomson)
5. Scot Ober: “Contemporary Business Communication” (Biztantra)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part – B of the question paper, the CASE shall be not less than 500 words.

103-MANAGERIAL ECONOMICS

UNIT-I

Nature and scope of Managerial economics-Objectives of the firm - profit maximisation - sales maximisation - satisfying and optimising firms.

UNIT-II

Demand analysis: Theory of demand- demand function- Price, income, promotion, and cross elasticity of demand - Forecasting- sources of data-survey methods-statistical methods.

UNIT – III

Cost analysis: Production function - returns to scale-cost concepts cost curves - break even analysis - profit forecasting-make or buy decisions. Cost behaviour in short and long terms.

Learning curve. Supply function

UNIT - IV

Pricing decisions: Objectives- Basic factors in Pricing-pricing under perfect, monopoly, oligopoly, and monopolistic competition-discriminatory pricing-multiple product pricing-price control by government - pricing of new products – pricing practices.

UNIT – V

Investment decisions: Nature and significance of capital budgeting- types of investments-methods of evaluation-criteria for selection – Business cycles – Response of firms to business cycles.

References:

1. G.S.Gupta: **Managerial Economics** (Tata McGraw Hill)
2. Damodaran S., **Managerial Economics** (Oxford)
4. H.Craig Peterson, W. Cris Lewis: **Managerial Economics** (Pearson Education)
5. Keat. P.G., Young. P.Y: **Managerial Economics** (Pearson Education)
6. Geetika, Ghosh P, Choudhury PR **Managerial Economics** (Tata McGraw Hill)
7. Mithani D.M: **Managerial Economics** (Himalaya)
8. Dwivedi D.N., **Managerial Economics** (Vikas)
9. Ahuja.H.L., **Managerial Economics** (S.Chand)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

104 – ACCOUNTING FOR MANAGERS**UNIT – I**

Accounting principles: Concepts functions, book keeping, Double entry system, accounting standards, functions of accounting standards, journal, ledger, posting, rules regarding posting, trail balance, final accounts – Trading accounts, profit and loss accounts, balance sheet, adjustments. (Problems & Cases)

UNIT – II

Depreciation Accounting: concept of depreciation, causes of depreciation, depreciation accounting, fixation of depreciation amount, methods of depreciation – depletion method, machine hour-rate method, written down value method, accelerated method, sinking fund method. (Problems & Cases)

UNIT – III

Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – production budget, sales budget, cash budget, flexible budget, and master budget. (Problems & Cases)

UNIT- IV

Computer applications in business: Role of computer in accounting, accounting information systems, software package for accounting, tally. (Theory and Lab) (No Problem)

UNIT – V

Emerging concepts in accounting: Human resource accounting, inflation accounting, responsibility accounting and government accounting. IFRS. (No Problem)

References:

1. S.N. Maheswari: “**Financial Accounting**” (Vikas)
2. Jelsy Joseph Kuppapally, “**Accounting for Managers**” (PHI)
3. Ambrish Guptha, “**Financial Accounting for Management**”, (Pearson)
4. Jawaharlal :**Accounting for Managers** (Himalaya)
5. Namrata Agrawal: **Financial Accounting on Computers** (Dreamtech)
6. Shashi K. Guptha, “**Accounting for Managerial Devision**” (Kalyani Publishers)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
- (iv) At least one numerical problem must be asked from the chapters which have the topics related to numerical problems.

105 – QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS

UNIT – I

Introduction to Quantitative Techniques. Functions and its applications to business, limits of function and continuity.

UNIT – II

Concept of derivative, Techniques of Differentiation, Maxima and Minima, Integration and its applications in managerial decisions.

UNIT – III

Progressions: Arithmetic and Geometric progressions and their applications. Annuities and Present values

UNIT – IV

Vectors and Matrices, : Geometrical and physical interpretation of vectors, Introduction to Matrices Multiplication of Matrices, Inverse of a Matrix, Rank of a Matrix and Matrix applications in management.

UNIT – V

Gamification: Games- Game Elements- Two-person zero-sum games, Methods with and without saddle point, Dominance rule and mixed strategies

References:

1. Jaisankar S : **Quantitative Techniques for Management**, (Excel)
2. N. Ragava Chari :**Mathematics for Management**, (Tata McGraw Hill)
3. C.R.kothari : **Quantitative Techniques**, (Vikas)
4. David R. Anderson : **Quantitative Methods for Business**, (Thomson learning)
5. N D Vohra : **Quantitative Techniques for Management**, (McGraw Hill)
6. Werbach : For the Win (Wharton Digital Press) E- Book

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

106-INFORMATION TECHNOLOGY FOR MANAGERIAL APPLICATIONS**UNIT-I**

Network topologies, LAN, WAN, Net Work Management and Distributed Data Processing. Introduction to Internet, Business Process Outsourcing and Call Centre Management.

UNIT-II

Introduction to E- Commerce, E- Business, CRM, Supply Chain Management and ERP.

UNIT-III

Introduction to Microsoft Office – Common office tools and techniques, MS Word environment, working with word documents, working with text, working with tables, Language selection, Spelling and grammar check, Adding graphics, Mail merge, Advanced features of MS Word, Applying bullets and numbering, Insertion of objects.

UNIT-IV

Introduction to MS Excel - Working with Excel workbook– working with worksheet – Calculating features – Formatting – Formulae & Functions – Using charts – Working with graphics – Creating pivot table – Goal seek – Solver- Macros.

UNIT-V

Presenting with PowerPoint–Working with slides, Modifying & Customizing presentation, Inserting pictures, Tables, charts, viewing presentation – Menu & toolbars – Customizing menus and Tool bars.

References:

1. Vinod Babu Bandari: Fundamentals of Information Technology (Pearson Education.)
2. Ramesh Behl: Information Technology for Management (Tata McGraw-Hill Companies.)
3. Sanjay Saxena: MS Office 2007(Vikas Publishing)
4. Dhiraj Sharma : Foundations of IT (Excel)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

107 – BUSINESS STATISTICS

Unit –I

Introduction to Statistics – Meaning, Application of Statistics in Business and Limitations of Statistics.

Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs).
Data Analysis – Measures of Central Tendency, Measures of Dispersion.

Unit-II

Correlation analysis – Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Coefficient of Determination.

Regression analysis – Meaning, Regression Coefficients and properties, Simple and Multiple Regression.

Unit - III

Time Series Analysis – Introduction to time series, Components of time series, Methods of Trend Analysis.

Index Numbers - Meaning, Types of Index Numbers, Construction of price, quantity and volume index, consumer price index.

Unit –IV

Probability – Meaning and concept, Addition theorem, Multiplication theorem, Bayes' theorem. Probability theoretical distributions – Binomial, Poisson and Normal.

Sampling Theory – Complete enumeration vs Sample survey, Determination of Sample size, Sampling techniques, Sampling distributions of statistics.

Unit – V

Testing of Hypothesis – Basic concepts, testing procedure. Parametric tests – z test, t-test, one way and two way ANOVA.

Non Parametric tests – Chi square analysis, Sign test, Median test, Wilcoxon test, Kolmogorov Smirnov test, Mann – Whitney U test and Kruskal Wallis test.

References:

1. Richard I. Levin & David S. Rubin: **STATISTICS FOR MANAGEMENT**, (Pearson Education)
2. Glyn Davis & Branko Pecar: **BUSINESS STATISTICS Using Excel**, (OXFORD)
3. David Whigham: **BUSINESS DATA ANALYSIS Using Excel**, (OXFORD)
4. David M. Levine et al: **BUSINESS STATISTICS**, A First Course (Pearson Education)
5. S.P. Gupta & M.P. Gupta: **BUSINESS STATISTICS**, (Sultan Chand)
6. Beri, G.C: **BUSINESS STATISTICS**, (Tata McGraw Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, two questions shall be set from any of the units.

108 -HUMAN VALUES AND PROFESSIONAL ETHICS

UNIT –I

Definition and Nature of Ethics- Its relation to Business, and Environment. Need and Importance of Professional Ethics - Goals - Ethical Values in various Professions-Ethical theories about right action

UNIT –II

Nature of Values- Good and Bad, Ends and Means, Actual and potential Values, Objective and Subjective Values, Analysis of basic moral concepts- right, ought, duty, obligation, justice, responsibility and freedom, Good behavior and respect for elders-moral development theories

UNIT –III

Value education-definition and its relevance to present days- Concept of human values-self introspection-self esteem–family values-components-structure-and responsibilities of family-neutralization of anger- adjustability-threats of family life-Time allotment for sharing ideas and concerns.

UNIT –IV

Business ethics- Ethical standards of business- Immoral and illegal practices and their solutions- characteristics of ethical problems in management- causes of unethical behavior- ethical abuses and work ethics

UNIT –V

Environmental and social ethics: ethical theory, man and nature, ecological crisis issues related pollution, waste, climate change, energy and population, social issues –human rights violation and social disparities

References:

1. R. S. Naagarazan -**A TEXT BOOK ON PROFESSIONAL ETHICS AND HUMAN VALUES**- -New age International (p) Ltd.
2. M. Govindarajan, S. Natarajan, V.S. Senthil kumar- **PROFESSIONAL ETHICS & HUMAN VALUES**.
3. R. R. Gran, R. Sangal, G. P. Bagania -**FOUNDATION COURSE IN HUMAN VALUES & PROFESSIONAL ETHICS**
4. Jayshree Suresh, B.S. Raghavan- **HUMAN VALUES AND PROFESSIONAL ETHICS**

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, two questions shall be set from any of the units.

201-MARKETING MANAGEMENT

UNIT – I

Definition, importance and scope of Marketing - Company orientation towards Marketing - Core Concepts of marketing – Marketing Management Tasks – Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico-Legal and Technological Environment – Marketing and Customer Value - Corporate Strategic Planning – Marketing Research Process – Forecasting and Demand Measurement – Consumer Behavior – Market Segmentation – Market Targeting – Brand Positioning.

UNIT – II

Product strategy: - product concept – product characteristics and classifications – differentiation – Product and brand relationships – packaging, labelling, warranties and guarantees.- product life cycle and marketing strategies- new product development process– branding- brand equity - trademark.-significance of marketing of services.

UNIT- III

Pricing strategy: - setting the price –adapting the price - initiating and responding to price changes.

Distribution strategy: - designing and managing channels- managing retailing, wholesaling and logistics.

UNIT – IV

Promotional strategy – designing and managing integrated marketing communications - managing mass communications and personal communications.

UNIT - V

Introducing New Market Offerings - Managing a holistic marketing organization – marketing implementation, evaluation and control- marketing audit.

References:

1. Philip kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha Marketing :**Management – A South Asian Perspective**(Pearson Education)
2. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri & Ehsan ul Haque: **Marketing Management – A South Asian Perspective** (Pearson Education)
3. William D. Perreault, Jr. E. Jerome McCarthy : **Basic Marketing – A Global Management Approach** (Tata McGraw Hill)
4. John A. Quelch & V. Kasturi Rangan: **Marketing Management – Text and Cases** (Tata McGraw Hill)
5. P.K. Agarwal : **Marketing Management – An Indian perspective** (Pragati Prakasham)
6. S.S. Sherlekar: **Marketing Management** (Himalaya)
7. MC Carthy , Perrault, Qvester: **Basic Marketing – A Managerial Approach** (IRWIN)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

202- FINANCIAL MANAGEMENT

UNIT –I

Goal of Financial Management – Fundamental Principles – Time value of money – Discounting, compounding - Risk-return trade off- Finance Function-Financial Decisions. Financial markets -intermediaries.

UNIT – II

Financial Statement Analysis (Numerical Problems): Analysis of Balance Sheet; Profit & Loss Account, Ratio analysis (Numerical Problems), common size analysis, cash flow statement, operating, financial, and combined leverage.

UNIT – III

Cost of debt (Numerical Problems), cost of equity (Numerical Problems) – dividend capitalization, CAPM, cost of preference shares (Numerical Problems), weighted average and multiple costs of capital (Numerical Problems) – valuation of bonds and shares. Capital structure planning – EBIT – EPS analysis (Numerical Problems), risks of financial leverage – margin of safety, interest and debt service. Long term sources of Finance: venture capital.

UNIT –IV

Capital budgeting (Numerical Problems): Cash flows - traditional methods, discounted cash flow methods, risk analysis, real options leasing.

UNIT – V

Dividend decisions, influencing factors, forms and special dividends. Walter, Gordon and MM models (Numerical Problems) Linter's model dividend practices in India. Buy back of shares, taxation of dividends and capital gains. Working capital Management (Numerical Problems): Operating cycle estimation (Numerical Problems), cash, inventory and receivables management (Numerical Problems).

References:

1. Srivastava R, Anil A: **Financial Management (Oxford)**
2. I.M.pandey: **Financial Management (Vikas)**
3. Prasanna Chandra: **Financial Management – Theory and Practice (Tata McGraw Hill)**
4. Pandey & Bhat: **Cases in Financial Management (Tata McGraw Hill)**
5. Khan & Jain: **Financial Management (Tata McGraw Hill)**
6. Brealey Myers: **Principles of Corporate Finance (Tata McGraw Hill)**

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
- (iv) At least one numerical problem must be asked from the chapters which have the topics related to numerical problems.

203 – HUMAN RESOURCES MANAGEMENT

UNIT – I

Human Resource Management – Significance and Scope – Objectives and Functions – Personnel Management Vs HRM – Global Human Resource Management – Strategic Human Resource Management

UNIT – II

Job Analysis: Job Description – Job Specification – Job Evaluation- Human Resource Planning - Human Resource Information System

UNIT – III

Recruitment: Objectives – Sources - *Selection:* Objectives – Selection Procedure – Selection Tests
Induction and Placement – *Performance Appraisal:* Objectives – Methods – Constraints

UNIT – IV

Training and Development: Objectives – Training Needs Assessment – Design of Training – Evaluation of Training – Human Resource Development - Career Planning and Development – Compensation Management – Employee Benefits

UNIT – V

Contemporary Issues in HRM: Knowledge Management – Work life balance – Ethics in HRM - Technology and HRM – Human Resource Audit – Quality Management and HRM

REFERENCES:

1. Uday Kumar Haldar and Guthika Sarkar – “Human Resource Management” (Oxford)
2. Aswathappa. K – “Human Resource Management” (Tata McGraw Hill)
3. David A. Decenzo and Stephen P. Robbins – “Personnel: Human Resource Management” (Prentice Hall of India)
4. Garry Dessler – “Human Resource Management” (Pearson Education)
5. John M Ivancevich - “Human Resource Management” (Tata McGraw Hill)
6. Subba Rao. P - “Personnel and Human Resource Management” (Himalaya)
7. Rao VSP : **Human Resource Management Text & Cases** (Excel)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

204 – PRODUCTION MANAGEMENT

UNIT – I

Role and Relevance of Production Management – Concepts of Productivity – Production Systems – Work Study : Method study and Work Measurement.

UNIT – II

Plant location. Plant layout- Classification and merits. Plant Maintenance methods – Break Down, Preventive and Predictive maintenance. Replacement Policies – Unit and Group replacement policies.

UNIT – III

Production planning and control: Processes in PPC. Job shop and Flow shop scheduling- Johnson's Rule- Line Balancing. Quality Control: Control Charts and Acceptance Sampling.

UNIT – IV

Materials Management – Concepts – Classification of Inventory, Inventory Control Methods, Stores Management and Deterministic Inventory Models.

UNIT - V

Project Management: Concepts of project management, CPM, PERT and Project Network Crashing.

Reference:

1. Muhleman and Sudhir B: **Production/ Operations Management**, Pearson Education
2. S.N.Chary : **Production and Operations Management**, Tata McGraw Hill
3. R. Panneer Selvam: **Production and Operations Management**, Prentice Hall of India
4. Adam Ebert: **Production & Operations Management**, Prentice Hall of India
5. K. Aswathappa K. Sridhdhan Bhat: **Production and Operations Management** (Himalaya)
6. Kanishka Bedi: **Production and Operations Management (OXFORD)**

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

205. BUSINESS RESEARCH METHODS

UNIT – I

Nature and Scope of business research- Research process- Defining the research Problem and setting the objectives- Preparing research proposal-Review of literature.

UNIT – II

Research Designs: Exploratory Research Design and Qualitative Studies-Focus groups - Descriptive Research Design- Panel Research –Experimental Research Designs.

UNIT – III

Data sources: Secondary Vs Primary – Secondary data collection procedures- Primary Data Collection methods: Survey methods-Observational Studies.

UNIT – IV

Sampling Designs: Probability and Non-probability sampling methods and Sample Size determination-Attitude Measurement and Measurement Scales.

UNIT – V

Preliminary steps of data analysis: editing, coding and tabulation- Hypothesis testing – Tests of Significance for small and large samples- t-test, z-test, chi-square test, ANOVA: one-way, two-way - Presenting Results: Written and Oral Reports

References:

1. Donald R.Cooper and Pamela S.Schindler: **Business Research Methods** (Tata McGraw Hill)
2. Mark Saunders, Philip Lewis and Adrian Thornhill: **Research Methods for Business Students** (Pearson education)
3. Aditam Bhjuanaga Rao : **Research Methodology for Management & Social Sciences** (Excel)
4. William G: **Business Research Methods 8th Edition.** (South Western 2012).
5. Naval Bajpai: **Business Research Methods** (Pearson 2011).

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

206 – MANAGEMENT INFORMATION SYSTEMS**UNIT –I**

Information and systems concepts. Types of Information systems on organizations. Decision making process – Individual vs. Organizational models. Managing H/W, S/W and Data Resources. I.T. Infrastructure for the organization and Digital Firm.

UNIT –II

MIS Design: Importance of MIS Design, Approaches for the MIS design: Traditional and Modern Approaches. MIS Growth Model.

UNIT – III

Management support systems: Decision support systems, Expert systems. Concepts of Data mining, Data warehousing and OLAP.

UNIT – IV

Functional Information Systems: Marketing, Manufacturing, Financial and Human resource Information Systems.

UNIT – V

Information Systems Security and Control: Vulnerability and Abuse, Anti-Virus Packages and Systems Audit. Managing Global Information Systems.

References:

1. Kenneth C. Lauadon and Jane. P. Lauadon : **Management Information Systems** (Pearson Education)
2. James A O ‘Brien : **Management Information Systems** (Tata McGraw Hill)
3. Murthy CSV : **Management Information Systems** (Himalaya)
Giridhar Joshi: **Management Information Systems** (Oxford)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

207 – OPERATIONS RESEARCH**UNIT-I**

Introduction to linear Programming – Model formulation, Graphical method, and Simplex method.

Linear programming using the Excel Solver

UNIT – II

Transportation problem Degeneracy – Transshipment model – Assignment model – Hungarian method

UNIT – III

Dynamic programming – Features, Structure and Applications.

UNIT –IV

Goal Programming: Concept, Application areas, model formulation. Modified simplex method.

UNIT –V

Queuing model (M / M / I ONLY): Components, basic Structure Assumptions, waiting line decision problem – Simulation – Its application.

References:

1. A.M. Natarajan, Balasubramani,tamilarasi, **Operations Research**, Pearson
2. Richard B. Chase, **Operations and supply chain management**, McGrawHill
3. S.D. Sharma : **Operations Research**
4. Taha M.A: **Operations Research** (Mac Millian)
5. Anand Sharma : **Operations Research** (Himalaya)
6. Sang M Lee: **Management Science**

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

208- LEADERSHIP VALUES

Unit 1

Concept and Significance of Value based Leadership –Shared Vision – Value based Culture – Right and Wrong Values – Terminal and Instrumental Values.

Unit 2

The four principles of Value Based Leadership: i) Self Reflection- Understanding Self Reflection, ii) Balance and Perspective –Doing the Right Things Rather Than Being Right, iii) True Self Confidence – Building Confidence and Competence, iv) Genuine Humility – Recognizing the Value of Everyone.

Unit 3

Creating a Best Team from Scratch – Turning around at team – Making a right investment in the Talent – Communicating Clearly and Broadly – Motivation and Team Engagement.

Unit 4

Leading Change – The Corporate Rushmoreans – Leading Change Effectively and Morally – The Fallacy of Tough Leadership – Democratic Leadership – Transformational Leadership.

Unit 5

Building a Holistic Relationship with Suppliers – Building Best Partner Relationship with Customers –Creating Value to Shareholders – Socially Responsible Leadership –Leaving the Global Footprint.

Reference Books:

1. Harry M. Kraemer (2015) *Becoming the Best: Build a World Class Organization Through Values Based Leadership*, Wiley
2. Harry M. Kraemer (2011) *From Values to Action: The Four Principles of Values-Based Leadership*, Wiley
3. James O'Toole(1996), *Leading Change: The Argument For Values-Based Leadership*, Paperback
4. BHARGAVA (2003)*Transformational Leadership: Value Based Management for Indian Organizations*, Paperback
5. Kuczarski, S. S. and Kuczarski, T. D. (1995) *Values-Based Leadership*. Paramus, NJ: Prentice Hall.
6. Fairholm, G. W. (2000) *Perspectives on Leadership: From the Science of Management to Its Spiritual Heart*. Westport, Connecticut: Praeger.

NOTE TO THE PAPER SETTER:

- (iv) The questions shall cover all the units of the syllabus.
- (v) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (vi) For Part – B of the question paper, the CASE shall be not less than 500 words.

301 – BUSINESS ENVIRONMENT

Unit – I

Business Concept Mission – Business Environs and Economic Environment – Responsibility of Business – Corporate Social Responsibility- Professionalism in India – Ethics.

Unit – II

Non Economic Environment – Political, Legal, Demographic, technological, Natural Environment - Pollution – Trade unions

Unit – III

Social change – Wave front analysis – Third wave practices and implications in organization – Cultural dynamics – Cultural process and lags – Secular outlook – Community development – Consumerism.

Unit – IV

Economic systems – the Role of Government in Economic development – Indian Economic Planning – Industrial policy – Liberalization, Privatization and Globalization – Public, Private joint sectors – Industry Analysis- Sector Analysis- Indian Agri Sector- Industrial development & regulation.

Unit – V

Monetary and Fiscal Policies – India’s Trade Policy- Free Trade agreements with other countries - Budget–Money and Capital markets –RBI credit policy–Mobilisation of Savings for Investment – Industrial sickness – Exim policy – FDI in Manufacturing & Services.

References:

1. Paul Justin : **Business Environment** (Tata McGraw Hill)
2. Aswathappa :**Essentials of Business Environment** (Himalaya)
3. Sk. Misra and Puri V K : **Indian Economy**(Himalaya)
4. Alvin Toffler, **Third Wave**
5. Francis Cherunilam : **Business Environment** (Himalaya

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

302- ENTREPRENEURSHIP

UNIT - I

Entrepreneur and entrepreneurship: Characteristics, Functions, Types, Ethics and Social Responsibilities of an Entrepreneur.

Entrepreneurship: Importance, Growth and Role of Entrepreneurship in Economic Development– EDPs in India and Social Entrepreneurship.

UNIT – II

Small Scale Enterprise: Definition, Characteristics, Role of Small Enterprise in Economic Development, Problems of SSE, Steps involved to start SSE, Package for promotion of Small Scale Enterprise.

UNIT – III

Institutional support to small enterprise: Need, Institutional support by State and Central Government, Creativity and Innovation in Business, Creative problem solving methods, International Entrepreneurship opportunities, SWOT Analysis.

UNIT – IV

Project management: Objectives, Financial Marketing and HR Planning, Project Report Preparation.

UNIT – V

Project Appraisal: Introduction, Technical Analysis, Economic Analysis, Financial Analysis, Market Analysis and Social Cost Benefit Analysis – Environmental Clearance of Small Scale Enterprise.

References:

1. Poornima M. Charantimath: **Entrepreneurship Development in Small Business Enterprises** (Pearson Education)
2. Hisrich Peters shepherd: **Entrepreneurship** (Tata McGraw Hill)
3. Prasanna Chandra: **Projects Planning Analysis, Reductions implementation & Review** (Tata McGraw Hill)
4. Sahey and Nirjar: **Entrepreneurship** (Excel)
5. Arya Kumar : **Creating and Leading an Entrepreneurial Organisation** (Pearson 2012)
6. Vasant Desai: **The Dynamics of Entrepreneurial Development and Management** (Himalaya Publishing House)
7. Dr. S.S.khanka: **Entrepreneurial Development** (S.Chand)
8. K. Nagarajan: **Project Mangement** (New Age International Publishers)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

303 – INDUSTRIAL PROJECT COURSE

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 8/10 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field diary and present synopsis and IPC Seminars during the course of third semester. The project report should be submitted to the department before the commencement of the third semester – end examinations.

304 – PROJECT VIVA VOCE

A comprehensive Viva Voce Examination shall be held as part of the semester end examination covering all the courses of the semester.

311 – CONSUMER BEHAVIOUR

UNIT-I

Introduction to Consumer Behaviour – Consumer Behaviour study - significance - Models of Consumer Behaviour.

UNIT-II

Individual and group determinants of Consumer Behaviour - Perception - Attitude - Learning - personality - Motivation - Social class - Group dynamics - Reference Group.

UNIT-III

Consumer decision making process - issues in Consumer decision making process - Communication process - Consumer satisfaction -relationship marketing.

UNIT-IV

Applications-Consumerism - The Consumer Protection Act (1986) and Monopolies and Restrictive Trade Practices Act (1969)

UNIT –V

Industrial buyer behaviour – Buyer behaviour for services - Diffusion of innovations.

References:

1. Schiffman & Kanuk: **Consumer Behaviour** (Prentice Hall of India)
2. Blackwell, Miniard & Engel: **Consumer Behaviour** (Thomson)
3. Ramesh Kumar: **Consumer Behaviour** (Pearson Education)
4. LeonG.Schistman & Leslie Leaserkarmal: **Consumer Behaviour** (Prentice Hall of India)
5. Subhash Mehta: **Consumer Behaviour** (Tata McGraw Hill)
6. Majumdar Ramanuj: **Consumer Behaviour : Insights from Indian Market** (Phi Learning)
7. Donald F. Kuratko, T.V. Rao: **Entrepreneurship: A South –Asian Perspective** (South Western)
8. Rama Bijapurkar : **Entrepreneurship: Understanding the Logic of Consumer India** (Penguin Books India)

NOTE TO THE PAPER SETTER:

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

Introduction to CRM – Conceptual Foundations of CRM – Evolution of CRM. Building Customer Relationship Management – Economics of CRM – The Relationship-Selling concept.

Unit - II

CRM in Consumer Markets – Customer Service and Contact Centres for CRM – Customer Satisfaction and Loyalty – Customer Acquisition, Retention and Development – Complaint Management – Sales Force Automation.

Unit III

Technological Tools for CRM – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People Soft and E – CRM.

Unit – IV

Managing CRM Project – Planning CRM Programme – Implementation issues in CRM Technological and – Operational Issues in implementing CRM – Organising CRM. CRM Evaluation - Benefits and barriers to CRM.

Unit - V

Customer Relationship Quality Management – Designing an Effective Relationship Management System – Managing Customer Relationship Quality – CRM Road blocks, Privacy, Ethics and Future of CRM.

References:

1. Roger J. Baran : Customer Relationship Management -South – Western Cengage learning India Pvt. Ltd.
2. G. Shainesh & Jagadish N Sheth: Customer Relationship Management: Emerging Concepts, tools and applications – Tata McGraw-Hill.
3. Jill Dyche, The CRM Handbook: A Business Guide to Customer Relationship Management, (Person Education)
4. Pierre Chenet & John Ivar Johnsen: Beyond Loyalty, The next generation of Strategic Customer Relationship Management (Prentice Hall of India)
5. John W Gosney and Thomas P Boehm: Customer Relationship Management Essentials (Prentice Hall of India)
6. Shainesh, Sheth: Customer Relationship Management : A Strategic Perspective : Macmillan Publishers India Ltd.

NOTE TO THE PAPER SETTER:

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

313- MARKETING RESEARCH AND INFORMATION SYSTEMS

Unit – I

Marketing Research – The Nature and Scope – Role of Marketing Research- Organizations doing Marketing Research and Organization of Marketing Research Department - Alternative approaches to Marketing Intelligence – Periodic Projects and Continual Intelligence – Marketing Information Systems – Decision Support Systems – Data Mining – Marketing Research Process – Problem Formulation – Decision problem to Research problem – the Research Proposal.

Unit – II

Research Designs: Exploratory Research – Objectives and Methods – Descriptive Research – Objectives and Methods – Causal Designs – Concept of Causality - Experimentation : Laboratory and Field Experiments – Experimental Designs: True Experimental Designs – Quasi Experimental Designs – Experimentation in Marketing Research - Types of Test Markets – Data collection – Secondary Data - Primary Data -Design of Data Collection Forms.

Unit – III

Attitude Measurement – Scales of Measurement: Nominal, Ordinal, Interval and Ratio Scales – Self Report Attitude Scales: Equal Appearing Interval Scales – Summated Rating Scales – Semantic Differential Scales – Rating Scales: Graphic, Itemized, Comparative Scales: Sample Design - Types of Sampling Plans: Non Probability Sampling methods – Probability Sampling methods – Sample Size Determination.

Unit – IV

Preliminary steps of Data Analysis: Editing, Coding, Tabulation - Contingency Tables and Chi-square Analysis – One - way Tabulation and Cross Tabulation – Hypothesis Testing – Examination of Differences – Hypothesis about One Mean, One proportion- Two Means and Two Proportions –

Unit – V

Investigation of Association: Simple Regression & Correlation and Multiple Regression Analysis- Preparation of the Research Report.

References:

1. Gilbert A. Churchill, Jr and Dawn Iacobucci : **Marketing Research Methodological Foundation** (Thomson)
2. Donald S Tull and Del I Hawkins : **Marketing Research Measurement and Methods** (MC Millan)
3. David J Luck et al : **Marketing Research** (Prentice Hall)
4. Robert A Peterson : **Marketing Research** (Business)
5. David A. Aaker, V. Kumar, George S. Day, Robert P. Leone: **Marketing Research** (Wiley India Pvt Ltd).
6. Rajendra Nargundkar : **Marketing Research 32, 3rd Edition** (Tata McGrahill).

NOTE TO THE PAPER SETTER:

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

Introduction to advertising - Evolution - Types of advertising or classification of users - Advertising process: Advertising Campaign planning, Decision making and Organisation.

Unit – II

Advertising creativity: - Planning Creative Strategies- The Creative Process- Creative Strategy Development- Creative Strategy Implementation and Evaluation- Media Planning and Strategy- Developing, Implementing and Evaluation of Media Strategies- Evaluation of Broadcast, Print Media and other Support Media.

Unit – III

Establishing Objectives and Budgeting for Advertising - The Advertising Agency functions- Agency Compensation- Evaluating Agencies- Evaluating the Social, Ethical and Economic aspects of Advertising.

Unit – IV

Sales promotion – Incentives to middlemen-Incentives to consumer –Design, implementation and evaluation of effectiveness of sales promotion.

UNIT – V

Consumer promotion tools - Samples - Coupons - Rebates - Price offs - premiums (gifts) - Prizes - Contests - sweepstakes - Games - Patronage awards - Free trials - Product warranties - Tie-in promotion - Cross Promotion - POP displays - demonstrations. Trade Promotion tools - Price offs - Allowances - Free goods: Business and Sales force promotion tools - Trade Shows - Conventions

References:

1. Manendra Mohan : **Advertising Management – Concepts and Cases** (Tata McGraw Hill)
2. Rajiv Batra , John Myers and David Aaker : **Advertising Management** (Prentice Hall)
3. Robert C.Blattberg and Scott. A.Neslin : **Sales Promotion Concepts, Methods and Strategies** (Prentice Hall)
4. John.C.Totten and Martin P.Block: **Analyzing Sales Promotion – Text and Cases**
5. Kenneth E Clow & Donald Baack : **Integrated Advertising , Promotion and Marketing Communications** (Prentice Hall)
6. Ruchi Gupta : **Advertising Principles and Practices:** (S. Chand Publisher)
7. Pradip Kumar Mallik : **Sales Management** (Oxford University Press)

NOTE TO THE PAPER SETTER:

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Product concept in Marketing Strategy and New product Planning: Organisational arrangements Ideas – Managing the development process: Development to commercialisation; the consumer Adoption Process; PLC management – Special Issues.

UNIT – II

Understanding Brands – Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning & Brand Equity – Value addition from Branding – CRM – Brand Loyalty.

UNIT – III

Managing Brands: Brand creation, Brand name Decision, Brand Extension, Brand Product relationship; Brand portfolio, Brand revitalization.

UNIT – IV

Measuring & Interpreting Brand Performance: Brand assessment through research – Brand Identity, Brand positioning, Brand image, Brand personality assessment and change, financial aspects of Brand.

UNIT – V

Branding in different sectors, in customer sector, in Industrial sector, in Retail sector, in service sector.

References:

- 1.. Ramanuj Majumdar : **Product Management in India** (Prentice Hall)
- 2.Kenneth B Kahn: **New Product Planning** (Sage)
- 3.Kevin Lane Keller: **Strategic Brand Management** (Prentice Hall)
- 4.Mathur.U.C : **Product & Brand Management** (Excel)
- 5.Subratosen Gupta : **Brand Positioning** (Macmillan)
6. Chitale, Gupta: **Product Policy and Brand Management** (Chitale & Gupta)

NOTE TO THE PAPER SETTER:

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Principles and Drivers of New Marketing Environment – Digital Media Industry – Reaching Audience Through Digital Channels – Traditional and Digital Marketing – Introduction to Online Marketing Environment – Dotcom Evolution – Internet Relationships – Business in Modern Economy – Integrating E-Business to an Existing Business Model – Online Marketing Mix – Mobile Marketing – Digital Signage.

UNIT – II

Purchase Behaviour of Consumers in Digital Marketing Format – Online Customer Expectations – Online B2C Buying Process – Online B2B Buying Behavior – Website Designing – Website Content – Forms of Search Engines – Working of Search Engines – Revenue Models in Search Engine Positioning – SEO – Display Advertising – Trends.

UNIT – III

Product Attributes and Web Marketing Implications – Augmented Product Concept – Customizing the Offering – Dimensions of Branding Online – Internet Pricing Influences – Price and Customer Value – Online Pricing Strategies and Tactics – Time-based Online Pricing – Personalized Pricing – Bundle Pricing.

UNIT – IV

Internet Enabled Retailing – Turning Experience Goods into Search Goods – Personalization through Mass Customization – Choice Assistance – Personalized Messaging – Selling through Online Intermediaries – Direct to Customer Interaction – Online Channel Design for B2C and B2B Marketing.

UNIT – V

Integrating Online Communication into IMC Process – Online Advertising – Email Marketing – Viral Marketing – Affiliate Marketing – Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-Created Content Management – Interactive Digital Networks – Customer – Led Marketing Campaigns – Legal and Ethical aspects related to Digital Marketing.

References:

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA.
2. Strauss Judy, E-Marketing, Prentice Hall, India.
3. Prof. Vinod V. Sople, E-marketing in digital age: text & cases, 2nd ed, Dreamtech Press, India.
4. Damian Ryan, Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, India.

NOTE TO THE PAPER SETTER:

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

321 - FINANCIAL SERVICES

Unit – I

Financial services industry: Nature and scope of financial services – Different kinds of financial services – Role of financial services in the economic development.

Unit – II

Lease financing, Different types of leases – Evaluating a financial lease. Hire purchase, Consumer credit, Credit card, debit card – Factoring, Forfaiting, Reverse Mortgage.

Unit – III

Merchant Banking Services, Offer document, Issue Management, intermediaries, Responsibilities of lead managers, – Stock Broking Services – Underwriting Services. Securitisation, Special purpose vehicle, Pass through certificates. Custodial service. Pension funds.

Unit – IV

Credit rating – Rating services, procedure, benefits, and cost of ratings, Rating IPOs. Portfolio Management, Financial advisory Service. Venture capital, Methods of evaluation, Exit options.

Unit – V

Infrastructure financing – Credit syndication - Housing finance – Insurance Services. Mortgage Guarantee Service. Micro finance, features, guidelines.

References:

1. Taxman: **Sebi Manual**
2. Siddaiah T, **Financial Services** (Pearson)
3. M Y. Khan : **Financial Services**
4. Gurusamy S; **Financial Services** (Tata McGraw Hill)
5. Bharati V. Pathak: **The Financial Systems: Markets, Institutions and Services**
6. HR Machiraju: **Indian Financial System:** (Vikas Publishing House)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

322- INVESTMENT MANAGEMENT

Unit I

Investment Environment: Real and financial assets, financial markets, taxation of income from investments - Securitisation - Money market - Trading on stock exchanges – Market prices and their adjustment for dividends, rights, stock splits and bonus issues

Unit II

Fixed income securities: Real and nominal rates of return – Computation of risk and return. Components of risk (Numerical Problems) - Bond characteristics, prices, yields, risks (Numerical Problems), ratings, rating procedure. The yield curve – Determinants of interest rates – Interest rate risk. Duration (Numerical Problems) and immunisation.

Unit III

Index Models: Risk premiums – Portfolio risk (Numerical Problems) – Capital market line – Markowitz Portfolio selection (Numerical Problems) – Single Index Model. Diversification Vs over diversification – CAPM (Numerical Problems) – APT Fundamental analysis – Economy – Industry – Company analysis. Equity valuation models (Numerical Problems): Intrinsic value, market value of Dividend model: PE Multiple, Free cash flow. Technical analysis – Tools of Technical analysis. - Estimation and adjustment of beta (Numerical Problems).

Unit IV

Evaluation of Portfolios: M^2 measure, Sharpe's Measure and Treynor's Measure (Numerical Problems). Morningstar's ratings. Style analysis – Mutual funds – Fund of funds – Exchange Traded Funds – Inverse funds. Investment in foreign countries, impact of global diversification. GDR, ADR, IDR.

Unit V

Market efficiency: Weak, Semi-strong and strong forms of efficiency Tests & Event studies, Random walks – Behavioral interpretations and notions.

References:

1. Bodie Z; Kane A; Marcus AJ, Mohanthy P : **Investments** (Tata McGraw)
2. Pathak BV: The Indian Financial System (Pearson)
3. Chandra, Prasanna : **Investment Analysis an-d Portfolio Management** (Tata McGraw)
4. Strong RA : **Practical Investment Management** (Thomson)
5. Misra SK, Puri VK: **Indian Economy** (Himalaya)
6. Khan MY : **Indian Financial System** (Tata McGraw Hill)
7. William F. Sharpe, Gordon J. Alexander and Jaffery V. Bailay : **Investments** (Prentice Hall)
8. Yogesh Maheshwari : **Investment Management** (PHI Learning)
- 9.

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
- (iv) At least one numerical problem must be asked from the chapters which have the topics related to numerical problems.

UNIT – I: Income Tax

Basic Concepts: Income, agricultural income, casual income, assessment year, Previous year, gross total income, total income, person. Basis of charge: Scope of total income, residence and tax liability, income which does not form part of total income. Heads of income: salaries, Income from house property, profit and gains of business or profession, including provisions relating to specific business, capital gains, income from other sources. Computation of Liability: Computation of total income and tax liability of an individual, Aggregation of income, Set-off and carry forward of losses, Deductions from gross total income. Tax Management: Tax deduction at source, Advance payment of tax, Assessment procedures.

UNIT –II: Central Excise

Central Excise Law in brief: goods, Excisable goods, Manufacture and Manufacturer, Valuation, CENVAT, Basic procedures, Export, SSI, Job work. GST.

UNIT-III: Customs laws

Basic concepts of customs law, Territorial waters, high seas, Types of custom duties basic, Countervailing & anti-Dumping Duty, Safeguard Duty, Valuation, Customs procedures, Import and Export Procedures, Baggage, Exemptions.

UNIT-IV: Service Tax

Service tax-concepts and general principles, Negative List, Charge of service tax and taxable services, Valuation of taxable services, Payment of service tax and filing of returns, Penalties.

UNIT-V: VAT

VAT- concepts and general principles, Calculation of VAT Liability including input Tax Credits, VAT Procedures.

References:

1. Singhania, Vinod K. and Monica Singhania, Students Guide to Income Tax. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
3. V.S.Datey: Indirect Taxes-Taxman Publications.
4. Akhileshwar Pathak, Savan Godiawala : Fundamentals of Investment Management (Bhalla VK)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

An overview of corporate restructuring – Value drivers – Due Diligence Process for M & A– Ethical issues in M & A.

Unit – II

Different forms of mergers – Rationale for mergers and acquisitions – Value creation through mergers and acquisitions – Tax implications – Financing mergers and acquisitions – Merger Negotiations.

Unit – III

Takeovers – Tender offer – Defensive tactics – Leveraged buyouts – Divestment – Buyback of shares – Employee Stock Ownership Plans – Creeping acquisitions.

Unit – IV

Regulations for Mergers and Takeovers in India – SEBI Guidelines for takeovers – SEBI Guidelines for buyback of securities – SEBI Guidelines for ESOP.

Unit – V

Cross border Mergers and Acquisitions: Motivations - Opportunities and Threats – Recent cases.

References:

1. Dr. JC.Verma : **Corporate Mergers, Amalgamation and Takeovers** (Bharat Publishing House)
2. S. Ramanujam, et al: **Mergers – Issues Implications and Case Laws in Corporate Restructuring** (Tata McGraw Hill)
3. Weston, et al : **Takeovers Restructuring and Corporate Governance** (Pearson Education)
4. Ravindhar Vadapalli: **Merger Acquisitions and Business Valuation** (Excel)
5. Chandrasekhar Krishnamurti and Viswanath: **Mergers Acquisitions and Corporate Restructuring** (Response Books)
6. Kevin K. Boeh and Pall W. Beamish: **Mergers and Acquisitions** (Sage)
7. Gordon Donaldson : **Corporate Restructuring** (Harvard Business School Press)
8. Ranjan Das : Corporate Restructuring (Tata McGraHill)
9. Krishnamurthi: Mergers, Acquisitions and Corporate Restructuring

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Importance of banking sector in the economy – Different kinds of banks – Banking sector reforms in India – Role of RBI in banking development.

UNIT – II

Commercial banking system - Services of commercial banks – Sources of Bank funds – Retail banking – Credit management – Lending Policy –Securitisation, Loan Syndication, Lending through NBFCs and Microfinance firms. Credit information bureaus. Priority sector norms of RBI.

UNIT – III

Liquidity management in commercial banks – Capital adequacy norms - Tier I, & II capital – Basel norms, Credit risk management – Asset liability management – Credit risk models – Management of reserves – Statutory Liquidity ratio – Cash reserve ratio.

UNIT – IV

Management of non-performing assets – Management of income – Operational efficiency – Asset recovery companies.

UNIT – V

Non-Banking finance companies – Functions and operations – Acceptance of Public deposits – Prudential norms – Norms for private banks – Banking codes and measures. Supervisory College.

References:

1. Justin Paul and Padmalatha Suresh: **Management of Banking and Financial Services** (Pearson Education)
2. Beatriz Armendariz and Jonathan Morduch : **The Economics of Microfinance** (Prentice Hall of India)
3. Indian Institute of Banking & Finance (IIBF) : **Bank Financial Management** (Macmillan Publishers India)
4. Rose : **Bank Management and Financial Services** (Tata McGraHill)
5. Neelam C. Gulati: **Banking and Insurance** (Excel Books)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

326 – FINANCIAL MARKETS AND INSTITUTIONS

Unit – I

Indian financial system – Structure of financial market in India – Financial Services - Role of financial market in the development of Indian economy,

Unit – II

Securities market in India – New issue market (primary market) – Money market - Stock markets in India –Securities & Exchange Board of India – SEBI guidelines on primary market, secondary market and foreign institutional investors – Protection of investors’ interests.

Unit – III

Depository system – Depository Process – National Securities Depository Limited – Credit rating – Credit rating agencies in India. KYC norms

Unit – IV

Insurance companies – Reserve Bank of India - Commercial Banks - Specialized financial Institutions – NBFCs.

Unit – V

Foreign exchange market – Determination of foreign exchange rate. Participants in the foreign exchange market – Euro markets and Euro issues.

References:

1. Frederic S Mishkin & Stanley Y. Eakins: **Financial Markets and Institutions** (Pearson Education)
2. MY Khan : **Indian Financial System** (Tata McGraw-Hill)
3. Vasant Desai : **The Indian Financial Systems and Development** (Himalaya)
4. Viswanath S R : **Corporate Finance** (Response)
5. Abhijit Dutta : **Indian Financial System** (Excel Book)
6. Bhole Mahakud: **Financial Institutions and Markets** (Mc Grawhill)
7. Mark Grinblatt, Sheridan Titman: **Financial Markets and Corporate Strategy** (Tata McGraw-Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit-I

Introduction to Employee Training and Development: Concept and Significance of Training - The Forces Influencing Working and Learning – Training Practices – The Strategic Training and Development Process – Organisational Characteristics that Influence Training – Models of Organising the Training Department.

Unit-II

Learning: Introduction – Theories – Process – Learning Outcomes, Training Needs Assessment: Importance of TNA – The TNA Model – The Framework for Conducting a TNA – Output of TNA.

Unit-III

Design of Training: Introduction – Organisational Constraints – Developing Objectives – Factors Facilitating Learning and Transfer – Design Theories – Traditional Training Methods – Computer Based Training Methods.

Unit-IV

Development of Training – Training Implementation – Evaluation of Training: Rationale & Resistance to Evaluation – Evaluation Process – Evaluation Designs – Cost Benefit Analysis of Training Programmes.

Unit-V

Employee Development: Introduction and Approaches to Development – The Development Planning Process – Special Issues in Training and Employee Development – The Future of Training and Development

References:

1. P N Blanchard, J W Thacker and V Anand Ram: **Effective Training – Systems, Strategies and Practices** (Pearson)
2. Raymond A Noe : Employee Training and Development (McGrawHill)
3. Madhurima Lall and Sheetal Sharma : **Personal Growth and Training & Development** (Excel Books)
4. Dr.Rishipal : Training and Development Methods (S.Chand)
5. Dr.B.Rathan Reddy : **Effective Human Resource Training and Development Strategy** (Himalaya)
6. Dr.B.Janakiram : **Training and Development** (Biztantra)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit-I

Industrial Relations – Concept – Significance – Origin and Growth – Emerging Socio Economic Scenario. Industrial Relation Department – Role of Industrial Relation Officer – Government Machinery for Labour Administration.

Unit-II

Industrial Conflict – Causes, Types, Consequences, Prevention and Settlement – Collective Bargaining – Role, Methods, Degree of Success, Problems and Issues –Productive Bargaining – Gain Sharing – Negotiation, Conciliation, Arbitration, Adjudication

Unit-III

Trade Unions: Role – Position in India, Trade Union Types and Employee Federations –Strategies to Develop Trade Unions.

Unit-IV

Discipline & Grievance Management – Causes of Grievances and Disputes, Machinery for Redressal of Grievances – Discipline – Code of Conduct, Process of Domestic Enquiry.

Unit-V

Participative Management: Methods and Techniques of Workers Involvement and Participation – Composition and Working of Joint Management Councils - Works Committees – Empowerment and Quality Management, Industrial Relations and Technological Change.

References:

1. Arun Monappa : **Industrial Relations** (McGraw Hill)
2. Varma Pramod : **Management of Industrial Relations** (Oxford and IBH)
3. Punekar : **Labour Welfare Trade Unionism and Industrial Relations** (Himalaya)
4. Niand J,R, etc: **The Future of Industrial Relations** (Sage)
5. Cowling & Jones : **The Essence of Personnel Management and Industrial Relations** (Pentice Hall)
6. B.D. Singh : **Industrial Relations** (Excel)
7. Sarma, A.M : **Industrial Relations** (Himalaya)
8. Monal Arora : **Industrial Relations** (Excel)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit-I

Introduction – Significance – HRP Process– Strategic Human Resource Planning –Macro and Micro Human Resource Planning – Labour Market Analysis – Human Resource Inventory.

Unit-II

Human Resource Planning – Job Analysis – Human Resource Planning Models and Techniques – Analysis of Human Resource Supply – Wastage Analysis – Retention – Redeployment and Exit Strategies.

Unit-III

Recruitment : Sources and Evaluation, Selection : Procedures –Techniques – Factors Influencing Recruitment and Selection – Placement – Induction –Training.

Unit-IV

Career Planning and Development – Succession Planning – Performance Appraisal and Development – Transfer, Promotions and Job Rotation.

Unit-V

Human Resource Information Systems – Human Resource Accounting and Audit – Emerging Trends and Issues in Human Resource Planning.

References:

1. Deepak Kumar Bhattacharya : **Human Resources Planning** (Excel Books)
2. Monica Belcourt and Kenneth J McBey : **Strategic Human Resource Planning** (Thomson)
3. Gordon, Mc Beath : **Effective Human Resource Planning** (Infinity Books)
4. Gareth Stainer : **Manpower Planning** (Heinemann)
5. Thames H. Pattern : **Manpower Planning and Development of Human Resources** (John Wiley)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit-I

Emergence and Objectives of Labour Laws – The Socio–Economic Environment – Industrial Relations Laws – Industrial Dispute Act 1947, Indian Trade Unions Act 1926, Employees Standing Orders Act 1946.

Unit-II

Laws relating to – Discharge, Misconduct, Domestic Enquiry and Disciplinary Action.

Unit-III

Social Security Laws – Workers Compensation Act 1923, Employees State Insurance Act, Employee Provident Fund Act 1952, Payment of Gratuity Act 1972, Maternity Benefit Act 1961.

Unit –IV

Wage and Bonus Laws – The Law of Minimum Wages Act 1948, The Payment of Wages 1936, Payment of Bonus Act 1965.

Unit –V

Laws Relating to Working Conditions – Factories Act 1948, AP Shops and Establishment Act, Apprentice Act 1961. AP Festival and National Holidays Act.

References:

1. Malik P.L : **Hand Book of Industrial Law** (Eastern)
2. Srivastava, S.C : **Industrial Relations and Labour Laws** (Vikas)
3. Ghiaya, B.R : **Law and Procedure of Departmental Enquiry in Private Sector** (Eastern Law)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

The Nature of Leadership – Comparing Leadership and Management – Myths about Leadership – Research Perspectives on Leadership: The Trait Approach – The Behaviour Approach – Contingency Approaches

Unit – II

Personality and Leadership – Values, Attitudes, Charisma – Leaders Mind – Emotional Intelligence – Leading with Heart and Mind, Love and Fear – Moral Leadership – Courage – Building Followers.

Unit – III

Leadership and Motivation – Motivational Theories – Empowering People to Meet Higher Needs – Motivational Programmers – Leadership Communication – Conversation – Selecting Rich Communication Channels – Informal Communication – Communication in Crisis.

Unit – IV

Leading Teams – Leader Challenges – Managing Team Conflict – Leadership Power and Influence – Sources of Leader Power – Asserting and Increasing Power.

Unit – V

Leader as Social Architect – Vision, Mission, Strategic Formulation – Shaping Culture and Values – Leading Change and Innovation.

References:

1. Richard L.Daft : **Leadership** (South Western – Cengage Learning)
2. Richard L Hughes, Robert C. Ginment, Gorden J. Curphy: **Leadership** (Tata Mcgrahill)
3. Williams: **The Essence of Managing People** (Prentice–Hall)
4. Hughes, Ginnett and Curphy : **Leadership – Enhancing the lessons of Experience** (Tata Mcgraw Hill)
5. Williams: **The Essence of Managing Groups and Teams** (Prentice– Hall)
6. Uday Kumar Haldar: **Leadership and Team Building** (Oxford)
7. Cranwell Ward, Bacon and Mackie: **Inspiring Leadership** (Thomson)
8. Jacob , M.C : **Leadership Winning Software** (Excel)
9. Ken Blanchard: **The Heart of a Leader** (Jaico)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

Counselling: Concept and Significance – Emergence and Growth of Guidance and Counselling Psychology – Counselling and Guidance: Expectations and Goals.

Unit – II

Various Approaches to Counselling – Counselling Process – Counsellors Attitude and Skills of Counselling.

Unit – III

Counselling Interview – Group Counselling – Individual and Group Counselling Similarities and Differences.

Unit – IV

Evaluation of Counselling – Professional Preparation and Training for Counselling – Modern Trends in Counselling.

Unit – V

Work Place Counselling: Need and Models of Workplace Counselling – Changing Behaviour Through Counselling – Techniques used in Counselling – Problems in Counselling.

References:

1. S. Narayana Rao: **Counselling and Guidance** (Tata McGraw Hill.)
2. Radhika Soundararajan : **Counselling – Theory, Skills and Practice** (Mc Graw Hill)
3. Board R: **Counselling People at Work** (Gomes)
4. Corner L S and Hackny H: **The Professional Counselling, Process Guide to Helping** (Prentice Hall)
5. Reddy Michel: **Counselling at Work** (British Psychological Society and Methuen)
6. Munro C A : **Counselling – Skills Approach** (Methuen)
7. MacLennan Nigel: **Counselling for Managers** (Aldershot)
8. Lewis E. Patterson: **The Counselling Process** (Thomson)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT-I

Systems Development Environment: Meaning and Scope of Information Systems analysis and Design - Systems Development - Approaches to system Analysis and Design, Systems Analyst - Responsibilities in Systems Development.

UNIT-II

Determining System Requirements: Process-Methods - Structuring System Requirements: Dataflow Diagrams-Decision Tables- Decision Trees- Hipochart.

UNIT-III

An overview of Object-Oriented Analysis and Design- Designing Inputs - Forms and Reports- Designing Interfaces and Dialogues- Designing databases -Designing physical files.

UNIT-IV

Systems Implementation and Maintenance: Software Application Testing, Installation, Conversion – Documenting the System, Training.

UNIT-V

System Maintenance and Quality Assurance – Acquisition of hardware and software.

References:

1. Jeffray A, Hoffer, Joey F.George and Joseph s. Valacich: **Modern Systems Analysis and Design** (Pearson Education).
2. James A. Sen: **Analysis and Design of Information Systems** (McGraw Hill)
3. Igor Hawryszkiewicz: **Systems Analysis and Design** (Prentice Hall)
4. M Awad: **Systems Analysis and Design** (Galgotia Publications)
5. Nair NG: **Management Systems** (S. Chand)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT-I

Introduction - Purpose of Database Systems -Data Abstraction Data Models - Data Independence - Data Definition Language, Data Manipulation Language - Database Manager - Database Administration. Entity - relationship Model - E.R. Diagram, Reducing E.R. Diagrams to tables - Generalisation - Aggregation.

UNIT-II

Relational Model - Structure of Relational Database - The Relational Algebra - The Relational Calculus - Views. Relational Commercial Languages - Structured Query Language (SQL) Query by Example (Quel) Integrity Constraints - Domain Constraints - Referential Integrity, Functional Dependencies -Associations - Relational Database Design-Pitfalls in relational Database Design Normalization, using Functional dependencies. Multivalued Dependencies, Normal Form.

UNIT-III

File and System Structure - System Structure -Physical Storage Media File Organisation - Organisation of Records into Blocks, Mapping Relational Data to files, Data Dictionary – Storage, Buffer Management.

UNIT-IV

Indexing and Hashing - Indexing - B+ -Tree Index Files - B- Tree Index Files - Static and Dynamic Hash Functions - Index Definition in SQL - Multiple key Access.

UNIT-IV

Hierarchical Model - Tree structure Diagrams - Virtual records - Mapping Hierarchies to files. Network Model- Data Structure Diagrams - The DBIG CODASYI - Model - Mapping Networks to files.

References:

1. Henry, R .Korth & Abaham Silberschatz: **Data Base System concepts** (McGraw Hill)
2. Data C.J: **An Introduction to Database Management Systems** (Addison and Wesley)
3. Atre, S: **Database Structured Techniques for Design Performance and Management** (John Wiley)
4. Nilesh Shah: **Data Base Systems Using Oracle** (Prentice Hall)
5. Yary W. Hansen: **Data Base Management Design** (Prentice Hall)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Introduction to data warehousing; Needs, Goal & Problems phases of development. Developers, and Users perspective, Data Ware house team.

UNIT – II

Logical Design: Types of data in warehouse, data warehouse databases Vs operational databases, design strategies.

UNIT – III

Data warehouse Vs data mart, integrity constraints. Physical design: VLDB, NLS, Query parallelism, Query optimization, Table – space segregation. Star schema implementation, Dual Schema access approach.

UNIT – IV

Moving data into the data warehouse, SQL Loader, Import, export. Indexing the data warehouse, Backup, recovery and security.

UNIT – V

Data mining: Introduction - Data loading, Benefits of Data Mining – Data Mining Techniques – Data Mining solutions.

References:

1. Michael J. Corey, Michael Abbey : **Data Warehousing Oracle** (Tata McGraw Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Logistics and Competitive Strategy: Mission of Logistics Management. Gaining advantage through logistics.

UNIT – II

Customer Services: Marketing and Logistics Interface – Service driven logistics Systems.

UNIT – III

Modelling and Bench marking: Optimization Models – Optimization tools Survey – Total cost Analysis – Logistics Costing – Bench Marking the Process: Logistic Process and Supply – Chain Process.

UNIT – IV

Strategic Lead – Time Management: Time based Competition – Lead time – Pipeline Management – Globalization Issues. JIT and Quick Response Logistics: Historic Perspective – Production Systems –JIT– Logistics Information Systems- Logistic System Dynamics.

UNIT – V

Managing the Supply Chain: The need for Integration – Managing Supply Chain as a network – Logistics Partnerships.

References:

1. M. Christofer : **Logistics of Supply chain Management** (Prentice – Hall)
2. C. Bozarth, Robert B: **Introduction to Operations and Supply Chain Management** (Pearson)
3. David Simchi-Levi, Ravi Shankar : Designing and Managing the Supply chain (Tata McGraHill)
4. Raghuram: Logistics and Supply Chain Management (Macmillan Publishers)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT –I

Introduction to software Engineering: Size, Quality and productivity factors. Planning a software project, Cost estimation.

UNIT – II

Software design concepts modularization, Design strategies, Real time distributed systems design, Test plans.

UNIT – III

Quality Assurance: Walk through, and inspection, Static Analysis, Symbolic execution, unit testing & debugging, system testing and formal verification.

UNIT – IV

Implementation issues – Structured Coding Techniques.

UNIT – V

Software Maintenance; Maintainability, Managerial aspects, configuration management, source code metrics, other maintenance tools and techniques.

References:

1. Pressman: **Software Engineering** (Tata McGraw Hill)
2. Carlo Ghezzi, Mehdi Jazayuni and Dino Mandnioli: **Fundamentals of Software Engineering** (Prentice Hall of India)
3. Rechord Fairley: **Software Engineering Concept** (Tata McGraw Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT-I

Introduction - Data communication, Networks protocols and standards, line configuration, Topology, Transmission mode, categories of Networks.

UNIT-II

OSI preference model - Model, Functions of the layers, Encoding.

UNIT-III

Transmission - Digital Data Transmission, interface standards, Modems, Transmission media: - Guided media and unguided media. Multiplexing, Error detection and correction.

UNIT-IV

ISDN - Services & History OSI Layers, TCP/IP

UNIT-V

Net Working and Internet working.

References:

1. Behrouz A. Forouzan: **Data Communications and Net Working** (Tata McGraw Hill)
2. Bertsekas & Gallages : **Data Networks** (Prentice -Hall of India)
3. William A. Shay: **Understanding Data Communications & Networks** (Vikas)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Concept of international business –Stages of internationalisation of business – Impact of globalisation. Anatomy of international business environment – International economic, political, legal, competitive, social demographic and cultural frame work. International trade theories.

UNIT – II

International trade regulatory frame work – Trade barriers – Export promotion and import substitution. Regional trade organisations. Free trade pacts. Most favoured nation status. Role of world Trade Organisation (W.T.O). Integrity pact.

UNIT – III

International financial frame work. Balance of payment – Foreign exchange market mechanism, export financing, and incentives – International liquidity.

UNIT – IV

Country risk analysis: International rating agencies; sovereign and currency ratings, their influence on FDI and FII. FDI policy, benefits.

UNIT – V

Organizing for international business – Designing global organization structure – Developing global competitiveness. EOUs, EPZs. Role of State and Centre to promote international trade. Strategy of International Business - Host Country Heterogeneity and International Business Strategy.

References:

1. John D. Daniel and Radebangh Lee H: **International Business** (Addison Wesley)
2. V.K. Bhalla: **International Business Environment and Management** (Anmol publications)
3. Anant K. Sundaram & Stewart black: **International Business Environment** (Prentice Hall)
4. Subbarao.P: **International Business** (Himalaya)
5. Ajitabh: **Global Competitiveness** (Excel)
6. Dewan: **International Business Management** (Discovery)
7. Boxed Set: **International Business and Management** : (Sage Publications)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Strategic Management – The Nature and Value of Strategic Management – The Strategic management Process – Components of Strategic Management Model.

UNIT – II

Strategy Formulation – Defining the Company Mission – Assessing the External Environment – Remote and Industry Environment- Industry Analysis –How Competitive Forces Shape Strategy - The Company profile: Internal Analysis of the firm.

UNIT – III

Formulating Long-Term Objectives and Grand Strategies: Strategic Analysis and Choice – BCG, GE, SWOT Analysis – Mc Kinsey’s 7s frame work.

UNIT – IV

Strategy Implementation – Operationalising the Strategy through Short Term Objectives, Functional tactics, Institutionalizing the Strategy: Structure- Leadership- Culture

UNIT-V

Strategic Control: Guiding and Evaluating the Strategy.-Corporate Governance- Corporate Social Responsibility-Management of Change.

References:

1. J A Pearce II and R B Robinson Jr: **Strategic Management Formulation, Implementation and Control** (Tata McGraw Hill)
2. Arthur Sharplin: **Strategic Management** (McGraw Hill)
3. Michael E Porter : **Competitive Strategy** (Harvard University)
4. Michael E. Porter : **Competitive Advantage** (Harvard University)
5. Rao VSP & Harikrishna : **Strategic Management Text & Cases** (Excel)
6. Ethan M. Rasiel, Paul N. Friga : **Understanding and Implementing the Problem Solving Tools and Management Techniques of the World’s Top Strategic Consulting** (Tata McGraw Hill)
7. John Wiley & Sons: **The Boston Consulting Group on Strategy**

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

Law of Contracts – Essentials of Valid Contract – Void and unlawful contracts – performance of contracts – special contracts: contingent contracts – indemnity, guarantee, bailment, agency contract.

Unit – II

Sale of Goods Act – Sale and agreement to sell – conditions and warranties – ownership transfer – Negotiable Instrument Act – Negotiable instruments types – important features – negotiations – dishonour. Intellectual property rights.

Unit – III

Company management – Meeting and Proceedings – Prevention of oppression and mismanagement – Board of Directors – role, functions. Arbitration. Environment protection act.

Unit – IV

Social responsibility of business — Consumer Protection Act – Consumer Councils – Redressals. Right to information.

Unit – V

Ethics and Morals - Ethical practices and guidelines – Internal to the Organisation, Power freedom – External to the Organisation.

References:

1. Kapoor ND : **Mercantile Law** (Sultan Chand)
2. Bulchandani RR : **Business Law** (Himalaya)
3. SC Kuchal : **Business Law** (Vikas)
4. Agarwal UK : **Consumer Protection in India** (Deep & Deep)
5. Gulshan SS : **Business Law** (Excel)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

Organisation Development – Concept – History- Contributory Stems, Values, Assumptions and Beliefs In OD – Ethical Issues In OD – Characteristics and Foundations of OD – Systems Outlook – Third Wave Management and Organisation Transformation.

Unit – II

Diagnostic Process and Areas of Diagnosis – Action Research – As a Process and Approach – OD Interventions – Classification and Types.

Unit – III

Interventions Classification -Team Interventions – Intergroup Interventions – Third Party Peace Making.

Unit – IV

Structural Interventions – Comprehensive Interventions – Training Experiences

Unit – V

Other Interventions – T – Groups, Behaviour Modeling, Life and Career Planning. Consultant Client Relations and Issues – System Ramifications – Future of OD.

References:

1. French, Bell and Veena vohra: **Organisation Development** (Paearson)
2. T.V.Rao:**Organization Development: Accelerating Learning And Transformation 2nd Edition (Sage India)**
3. Pathak :**Organisation Development** (Pearson)
4. French & Bell: **Organisation Development** (Pearson Education)
5. Daniel Robey & Steven Altman: **Organisation Development** (Macmillan)
6. Kavita Singh: **Organisation Change and Development** (Excel)
7. Jackie Clifford, Sara Thorpe: **Workplace Learning & Development: elivering Competitive Advantage for your organization** (Kogan Page Limited)
8. French Bell & Zawacki: **Organization Development and Transformation** (Tata Mcgrahill)

NOTE TO THE PAPER SETTER:

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

The growth of services: - Nature of difference of service provider and service seeker and classification of services – Services marketing mix – Future of services Marketing.

UNIT – II

Services Marketing Planning process – Developing an effective service Strategy – Market segmentation – Positioning and differentiation of services.

UNIT – III

Developing Services marketing mix: The service product – Pricing the service the cost of quality and return on quality – Place: Service location and channels – Promotion and communication of services – People in services: Employee empowerment – Processes – Moments of truth – Implications of technology.

UNIT – IV

Customer orientation – Customer service quality – Customer retention – Relationship marketing Programme – Listening to Customer: Methods of listening – Complaint management – Service guarantees: - Measuring customer satisfaction – Designing and analysing customer satisfaction survey feedback.

UNIT – V

Service Marketing Practices- Marketing of Financial and Insurance Services- Marketing of Hospitality, Travel and Tourism Products- Marketing of Educational and Professional Services- Marketing of Healthcare Services.

References:

1. Roland. T. Rust, Anthony. J. Zahorik and Timothy. 1. Keilninghan: **Services Marketing** (Addison Wesley) .
2. Ram Mohan Rao: **Services Marketing** (Pearson Education)
3. Johan M. Rathmoll: **Marketing in the Service Sector** (Winthrop)
4. Adrienne Payne: **The Essence of Services Marketing** (Prentice Hall)
5. K. Douglas Hoffman and John E.G.Bateson: **Essentials of Services Marketing** (Harcourt)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT-I

Industrial markets - characteristics, Consumer marketing Vs industrial Marketing. Tasks and challenges of industrial marketing - Organising.

UNIT-II

Buyer behaviour-Buying process- Value and Vendor Analysis - Buying centre - Buying practices – procedures - product strategy - product development- product launching.

UNIT-III

Pricing strategy - List and net prices – Discounts -Competitive bidding Contracts and price implications

UNIT-IV

Promotion strategy –Managing Personal selling – Managing Industrial Advertising- Exhibitions and demonstrations – Brochures - Use of internet.

UNIT-V

Channel management - Channel conflicts – Logistics - Marketing control - Design of control system- Control of Industrial Marketing Operations.

References:

- 1 Krishna K.Havaladar: **Industrial Marketing** (Tata McGraw Hill)
2. Anderson and Naurus: **Business Marketing Management** (Pearson Education)
3. Alexander, Cross & Hill: **Industrial Marketing** (Taraporevala)
4. Reeder, Brierty and Reeder: **Industrial Marketing** (Prentice Hall)
5. CSG. Krishnamacharyulu & Lalitha. R: **Industrial marketing** (Jain)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT-I

International Marketing - Definition and scope - Challenges of International Marketing - The International Marketing Environment - Economic, Cultural, Political and Legal Environment - World Trade Organization

UNIT-II

International Marketing Research – Entering International Markets- Product Strategy for International Markets-. Building Brands for International Markets.

UNIT-III

Pricing Decisions for International Markets- International logistics and Distribution- Communication Decisions for International Markets - International Marketing of Services.

UNIT-IV

Co-ordinating International Marketing - Planning, Organisation and Control of International Marketing.

UNIT-V

Framework of Export-import Policy- International Trade Finance and Risk Management - Export Procedure and Documentation- Institutional Infrastructure for Export Promotion

References:

1. Rakesh Mohan Joshi : **International Marketing** (Oxford)
2. Warren J. Keegan: **Global Marketing Management** (Pearson Education)
3. Philip R. Cateora and John L. Graham: **International Marketing** (Tata McGraw Hill)
4. Vern Terpstra and Ravi Sarathy: **International Marketing** (Thomson)
5. RL Varshney and B. Bhattacharya: **International Marketing Management an Indian Perspective** (Sultan Chand)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

An overview of Retailing Management – Introduction, Concept and Significance – Types of Retailers – Building and Sustaining Relationships in Retailing – Strategic Planning in Retailing.

UNIT – II

Retail Store Location – Factors influencing the Location –Finance and Human Resource Management in Retailing – Marketing Management and related issues in Retailing.

UNIT – III

Planning and Merchandise Management for Retail Outlets –Implementing Merchandize Plans- Financial Merchandise Management- Pricing In Retailing.- Promotion in Retailing.

UNIT – IV

Retailing and Information Technology Support System – Supply Chain Management – Importance of Customer Service and Quality Management – Franchising, Brand and Mall Management.

UNIT – V

Retailing in India – Changes impacting Retailing in India – Impact of Global Brands on Indian Retailing – Common Woes in Retailing – Consumerism and Ethics in Retailing – Research for Retailing.

References:

1. Suja Nair : **Retail Management** (Himalaya)
2. Barry Berman & Joel R Evans : **Retail Management A Strategic Approach** (Pearson Education)
3. Levy, Weitz: **Retailing Management** (Tata McGraw Hill)
4. Swapna Pradhan : Retailing Management (Tata McGraw Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT-I

Channel Structure - functions and relationship in the channel - Changing scene of distribution in India- Profile of middle men- Channel Planning & Design- Criteria for selection of channel members -Methods of compensating channel members - Organising the channel.

UNIT-II

Channel management- Conflict management - Motivating Channel Members-Assessing the Performance of Channel Members - Removals and Additions in the Channel - Substitutions of different modes of distribution.

UNIT-III

Supply chain in domestic and global environment-Benefits - Value Chain in Selling and Procurement- Improving supply chain forecasting-Purchase and Supply Chain-production and Supply Chain-Financial Issues- Information systems –Customer services.

UNIT - IV

Logistics- Logistical operations integration-Customer Service- Supply Chain Relationships- Global Logistics- Designing Logistics System – Containerization and multi model transport.

UNIT- V

Coordination-Inter-Functional Coordination – Inter Corporate Coordination – Measuring Performance – Cost- Benefit Analysis.

Reference:

1. Sunil Chopra and Peter Meindl: **Supply Chain Management** (Pearson).
2. Chandrasekharan : **Supply Chain Management** (Oxford).
3. John T.Mentzer: **Supply Chain Management** (Reponse).
4. Arjan J.Van Wheeler: **Purchasing and Supply chain Management** (Thomson).
5. Stern, El Ansany & Coughian: **Marketing Channels** (Prentice Hall).
6. SK. Bhatta Charya: **Logistics Management** (S. Chand & Co Ltd).
7. Chopra, Meindl, Kalra : **Supply Chain Management** (Pearson)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Sales Management— Nature and Importance- goals and functions - salesmanship - buyer-seller dyads - Theories of selling

UNIT – II

Selling process –Stages in the Selling Process –Organizing the Sales Effort- Sales Forecasting and Budgeting-Sales Territories – Routing and Setting Sales Quotas - Sales Contests

Unit – III

Recruitment and Selection of Sales force –Sales Training – Motivating and Leading the Sales Force - Interview Techniques

Unit – IV

Compensation of Sales Force- Straight Salary- Straight Commission- Combination Plans- Non-financial Rewards

Unit – V

Evaluation and Control of the Sales Program-Cost Analysis- Evaluating Sales Person Performance

References:

1. Krishna K. Havaladar & Vasant M Cavale : **Sales & Distribution Management** (Text & Cases) (Tata McGraw Hill)
2. Still, Cundiff & Govani : **Sales Management - Decisions, Strategies and Cases** (Prentice Hall of India)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

Foreign exchange market – Foreign exchange rate – Determination of foreign Exchange rate – Demand and supply of foreign exchange – Spot rate and forward rate – Cross rates – Arbitrage – Fixed exchange rate and floating exchange rate – Implications of depreciation/ devaluation and appreciation / revaluation of currency – International liquidity and IMF.

Unit – II

International parity: Purchasing power parity – Interest rate parity – Covered interest arbitrage – Forward rate parity – Fisher effect – Interrelationship of parity conditions. Big Mac Rates.

Unit - III

Management of foreign exchange exposure and risk: Meaning of exposure – Economic exposure – Transaction exposure – Operating exposure – Translation exposure. Currency options – Currency futures/forwards – Currency swaps. Accounting & Reporting Forex gains / losses.

Unit - IV

Cross border investments: Cost of capital – Approaches to project evaluation – Adjusted present value method – Risks in foreign Projects.

Unit - V

Eurocurrency market: Growth of Eurocurrency market – Euro issues – External commercial – borrowings – International bond market – Indian Euro issues. RBI guidelines on ECBs, and foreign investments. Features of ADR, GDR, IDR.

References:

1. Siddaiah T; **International Finance** (Pearson)
2. PG Apte : **International Financial Management** (Tata McGraw Hill)
3. Marrison D Levi : **International Finance** (McGraw Hill)
4. Alan C. Shapiro : **Multinational Financial Management** (Wiley India)
5. Jeff Madura : **International Corporate Finance** (Thomson)
6. Cheols Eun and Bruce G Resnick : **International Financial Management** (McGraw Hill)
7. Ephraim Clark : **International Finance** (Thomson)
8. Mihir A.Desai : **International Finance** (Wiley India)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Introduction: Futures and options market in India. Futures vs. Forward Contracts. Margins. Types of orders. Hedging & speculation. Tax treatment of gains and losses. Portfolio insurance.

UNIT – II

Interest rates – Types of rates, Zero rates, Bond Pricing, Duration. Term structure. Determination of Futures Prices.

UNIT – III

Swaps – Interest rate swaps. Foreign currency swaps. Credit risk, valuation of swap contracts. Options – Margins

UNIT – IV

Options: Trading strategies with options; spreads, straddles, strangles, others. Put – call parity.

UNIT - V

Valuation of Options: Binomial trees, one step and two step Binomial model, Risk Neutral Valuation. Black – Schools – Merton model, implied volatility, value at risk.

References:

1. John C. Hull Options: **Futures and other Derivatives** (Pearson)
2. Somanathan: **T.V: Derivatives** (Tata McGraw Hill)
3. Thumas, Susan: **Derivatives Market's in India** (Tata McGraw Hill)
4. N.R. Parasuraman: **Fundamentals of Financial Derivatives** (Wiley India)
5. Madhumathi Ranganatham : **Derivatives and Risk Management** (Pearson)
6. S.L.Gupta: **Financial Derivates:** (PHI Learning)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I:

Nature and History of Insurance Business - Insurance Business in India- Insurance as a social security tool - Insurance and economic development- IRDA.-Entry and development of private players in Insurance business - Actuarial profession. Opportunities and challenges of Insurance business in India,

Unit – II:

Principles and Legal aspects of Insurance – Principle of Insurable Interest – Principle of Utmost good faith – Principle of Indemnity – Principle of Subrogation – Doctrine of Proximate Cause – Tariff Advisory Committee – Legal Aspects of Life Assurance – Indian Contract Act – Legal aspects Non-life insurance.

Unit –III:

Risk reduction: Pooling – Risk reduction through pooling Independent losses – Pooling arrangements with correlated losses – Insurers as managers of risk pooling arrangements. Risk diversification – Hedging with options – Hedging with forwards / futures – Comparison of derivative and insurance contracts.

Unit – IV:

Life insurance – Features – LIC of India – Products – Calculation of Premiums – Surrender Value - Mathematics of life insurance-Mortality Tables, Risk premium, interest table, premium calculations - Factors determining premium - Extra premium - Actuarial aspects - Term assurance annuities-Group insurance and Pension plans- Health related insurance- Claims settlement. **Non- Life Insurance** -Fire insurance- Standard fire policy; Marine- Cargo and Hull insurance-Types; Motor insurance- Liability insurance: Products liability – environment liability – Directors liability – Risk shifting through limited liability.Types of policies.

Unit – V:

Risk management process - Risk identifications: Perception of risk, Threat analysis, Event analysis, Safety Audit - Risk evaluation - Concept of probability - Statistical methods of risk evaluation – Value at Risk (VaR) – Risk Management Methods – Contingency Planning - Risk Transfer – Captive Insurance agreements – Reinsurance – Catastrophe cover.

Reference:

1. Scott E. Harrington and Gregory R. Niehaus: **Risk Management and Insurance** (Tata McGraw Hill)
2. George E. Rejda : **Principles of Risk Management and Insurance** (Pearson Education)
3. James S. Trieschmann, Robert E. Hoyt and David. W. Sommer : **Risk Management and Insurance** (Thomson)
4. **Mishra M.N: Insurance principles and practices, S.Chand & Co. Delhi.(Text Book)**
5. Vinayakam N, Radhaswamy and Vasudevan SV; Insurance principles and practice, S.Chand & Co. New Delhi.
6. Mishra M.N., Life insurance Corporation of India. Vol I, II and III Raj books, Jaipur.
7. Life Insurance Corporation Act 1956
8. Insurance Regulatory Development Act 1999.
9. Gupta O.S.: Life insurance, Frank Brothers: New Delhi.

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

UNIT – I

Management control Systems: Nature, Goal congruence, informal controls, Functions of the controller.

UNIT – II

Responsibility Centres: Revenue centres, Expense centres, administrative and support centres, Research and Development Centres Marketing Centres. Profit Centres: Measuring profitability Investment centres. Measurement of assets. EVA Versus ROI.

UNIT – III

Budget preparation: Nature, process Behavioural Aspects. Quantitative techniques, MBO versus budgetary control. Analysing Financial performance reports. Calculating variances, Variations in practice, limitations. Behavioural considerations.

UNIT – IV

Transfer pricing objective and methods – Performance measurement – Interactive control for differentiated strategies.

UNIT – V

Service organisations – Non-profit organisations – Professional organisations – Multinational firms.

References:

1. Anthony R.N., Govindarajan V : **Management Control Systems** (Tata McGraw Hill)
2. Merchant : **Modern Management Control Systems** (Pearson Education)
3. Macaiello & Kirby : **Management Control Systems : Using Adaptive Systems to attain Control** (Prentice Hall)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words. of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

425 : BANKING TECHNOLOGY MANAGEMENT

Unit – I

Branch Operation and Core Banking - Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation.

Unit – II

Delivery Channels - Overview of delivery channels – Automated Teller Machine (ATM) – Cash Deposit Machines – Phone Banking – Call centres – Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing.

Unit – III

Back office Operations - Bank back office management – Inter branch reconciliation – Treasury Management – Forex Operations – Risk Management – Data centre Management – Net work Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationships Management (CRM).

Unit- IV

Inter bank Payment System - Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – RTGSS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques.

Unit – V

Contemporary Issues in Banking Techniques – Rangarajan Committee Reports – E Banking - Budgeting – Banking Softwares – Analysis of Recent Core Banking Software.

References:

1. Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition (March 24, 2000)(Text Book)
2. Kaptan S S & Choubey N S., "E-Indian Banking in Electronic Era", Sarup & Sons, New Delhi, 2003
3. Vasudeva, "E – Banking", Common Wealth Publishers, New Delhi, 2005
4. Turban Rainer Potter, Information Technology, John Wiely & Sons Inc
5. Banking Technology - Indian Institute of Bankers Publication

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words. of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

426 – FINANCIAL ENGINEERING**UNIT – I**

Meaning and scope of financial engineering – Tools of financial engineering – factors contributing to the growth of financial engineering.

UNIT – II

Measuring return and Risk – Interest rates and exchange rates.

UNIT – III

Product development – Futures and forwards-options – swaps – fixed income securities – Equity – Hybrid securities.

UNIT – IV

Financial Engineering processes and strategies: Asset/liability Management – Hedging – Corporate Restructuring – Arbitrage and Synthetic Instruments.

UNIT – V

Reverse Mortgage. Teaser loans – sub-prime lending, collateralised mortgage obligations. Tax driven deals, syndication process. Treaty shopping.

References:

1. John E.Marshall & vipul K. Bansal : **Financial Engineering** (Prantice Hall)
2. Jurgen Topper : **Financial Engineering with Finite Elements** (John Wiley)
3. Salih N Neftchi : **Principles of Financial Engineering** (Elsevier India Pvt. Ltd)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit –I

Human Resource Development – Concept and Significance - HRD Functions – HRD Process Framework – Evolution of HRD – Challenges to Organisations and to HRD Professionals – Influences on Employee Behaviour.

Unit II

Learning and HRD – Learning Process and Theories – Learning Strategies and Styles – Assessment of HRD Needs: Strategic/Organisational Analysis – Task Analysis – Persona Analysis – Prioritising HRD Needs.

Unit – III

Designing Effective HRD Programmes – Implementing HRD Programmes – Evaluating HRD Programmes.

Unit – IV

Career Management and Development – Management Development – Organisation Development and Change – HRD in a Culturally Diverse Environment

Unit – V

Employee Socialisation and Orientation – Skills and Technical Training – Coaching and Performance Management – Employee Counselling and Wellness Services

References:

1. Werner and Desimone : **Human Resource Development** (South Western Cengage Learning)
2. R L Desimone, Jon M Werner and David M. Harris : **Human Resource Development** (Thompson)
3. David Mankin : **Human Resource Development** (Oxford)
4. R.Krishnaveni : **Human Resource Development – A Researcher’s Perspective** (Excel Books)
5. Biswanath Ghosh : **Human Resources Development and Management** (Vikas)
6. Kandula : **Strategic Human Resource Development** (Prentice Hall of India)
7. Richard Regis : **Strategic Human Resource Management & Development** (Excel)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit – I

Introduction – Significance – Behavioural Aspects of Employee Compensation and Concepts of Equity – Economic Theories – Wage Policy–Meaning–Types–Wage Structure–Wage Differentials – Wage Levels – Wage Policies – Decisions.

Unit – II

Wage Determination–Factors Influencing Wage Fixation – Methods of Job Evaluation– Job Pricing–Wage and Salary Surveys–Rationalising and Developing Wage Structures.

Unit – III

Components of Pay –Fringe Benefits–House Rent Allowance–Dearness Allowance – Money and Real Wages – Consumer Price Index. Bonus – Concept – Bonus Regulations –Negotiations with Unions.

Unit – IV

Wage Incentives – Wages and Motivation – Linking Wages with Productivity – Individual and Group Incentives – Plant Wide Schemes – Productivity Gain Sharing Schemes –Experiences in India.

Unit – V

Reward Issues – Statutory Provisions – Institutions like Wage Boards and Pay Commissions – Machinery for Resolving Disputes – Compensation of Managers – Domestic and Multinational Companies – Rewarding Women.

References:

1. Narain, Laxmi :**Managerial Compensation and Motivation In Public Enterprises** (Oxford)
2. Sibson : **Wages and Salaries** (American Management Association)
3. Michael Armstrong : **Reward Management** (Kogan)
4. Milkovich & Newman : **Compensation** (Tata McGraw Hill)
5. Barry Gerhart & Sara L Rynes : **Compensation** (Sage)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Unit –I

Concept – Significance and approaches to Labour Welfare – Concept of Welfare State –Welfare officer – Role and Responsibilities – qualifications – Training.

Unit – II

Welfare activities – Work Environment –Health and Hygiene – Creche – Family Planning – industrial Accidents and safety – Canteen –Credit facilities – Recreation – Housing –Transport – Designing safe and healthy work environment and facilities.

Unit – III

Social Security – Superannuation benefits – Gratuity – Provident Fund – Pension –Sickness and Disablement – Maternity – Unemployment Benefits – Designing Social Security Programmes.

Unit – IV

Workers Education and Training – Need and Objects – Training within the organisation – Training Department – Training Programme – Role of Government – Role of Trade Unions – Role of Organizations like NITIE – Productivity Council, CLI IIPM etc.

Unit – V

Employee Counselling Process – Methods – Counselling Systems in Enterprises –Organising education programmers.

References:

1. Saxena, R.C : **Labour Problems and Social Welfare** (K. Matli)
2. Dheoder, Punekar and Sankaran: **Labour Welfare Trade Unionism and Industrial Relations** (Himalaya)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

434 – MANAGEMENT OF CHANGE**Unit-I**

Concept of Change, forms of change, need for change, problems of change. Resistance to change, causes for resistance, methods and techniques of overcoming resistance to change

Unit-II

Elements of planned change, strategies of planned change, methods and techniques of planned change, environment change process, role of change agent.

UNIT-III

Consultation process, positioning and functioning of change agent, social and ethical problems in organisational change,

Unit-IV

Controlling and regulating change, application of behavioural science concepts to organizational change.

Unit-V

Developing Organization for change – Methods and techniques for assessing readiness for change.

References:

1. Mattel L : **Mastering Change** (New American Library)
2. Gabarrow J.J: **Dynamics of Taking Change** (Harvard Business School)
3. Warren Bennis : **The Planning of Chance** (Rine Hort Winston)
4. Khandwalla P.N: **Fourth EYE – Excellence Through Creativity** (A.H. Wheeler)
5. Rosabeth, M.K: **Change Masters – Corporate Entrepreneurs at Work** (Urwin Paper backs)
6. Clark: **The Essence of Change** (Prentice Hall)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

435 – STRESS MANAGEMENT

Unit – I

Stress: Meaning, discovery of stress, General Adaptation Syndrome, inevitability of stress, stress and estruses – Classification of stressors, Physical and emotional stressors – Impact in the human being, bodily changes, the nervous mechanism and hormones release – Sources of Stress.

Unit – II

Stress in colleges – Students challenges, opportunities, coping – life script formation – Myths - Assumptions of Stress Management

Unit – III

Stress severity, rating of stressors, and assessment of individual stress – Short term effects of stress, long term effects. Behaviour disorders: medical disorders, emotional disorders, cognitive disorders – Personality and stress, type A, B, C and E personalities. Stress in occupation, stress and job performance, Managerial activities and Executive stress.

Unit – IV

Managing stress – coping responses – Relaxation techniques – Breathing techniques – Meditation – Muscular Relaxation – Bio feedback system – Visualization and imagery – Self Talk – Positive self control – Sleep Management – Exercise and body tune up – Aerobic exercise – Benefit of exercise.

Unit – V

Assertive Management – Time Management – Professional counseling – Development of B behavior and hardiness – Social Networking – Organizational coping strategies – Healthy mind and life activity – Spiritual outlook and wellness.

References:

1. Walt Schafer :**Stress Management for Wellness** (Thomson)
2. Chares Worth, A. Edward and Nathan G. Ronald : **Stress Management, Comprehensive Guide to Wellness** (Balantine)
3. Hans Seyle : **Stress of life** (McGraw Hill)
4. Jerrold S. Green Berg: **Comprehensive Stress Management** (Tata Mcgrawhill)
5. PK Dutta: **Stress Management** (Himalaya)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

436 – GLOBAL HUMAN RESOURCE MANAGEMENT

Unit –I

International Human Resource Management: Concept and Overview. Difference between Domestic and International HRM – Global Issues and Challenges – Structure in International Firms

Unit – II

Social and Cultural Context of IHRM: Nature of Culture, Cultural Predispositions, Cultural Dimensions and Hofstede's Model – Managing Across Cultures – Religious and Economic Implications.

Unit –III

International Human Resource Planning – Recruitment – Selection – Training and Development – Re-entry and Career Issues

Unit – IV

International Compensation Management – Performance Management – International Industrial Relations

Unit – V

People Management in: USA, Asia, Europe and Africa – International Human Resource Management Trends and Future Challenges – Strategic International Human Resource Management

References:

1. Dowling P.J and Denise E. Welch : **International Human Resource Management – Managing People in a Multinational Context** (Thomas Learning)
2. K. Aswathappa and Sadhna Dash : **International Human Resource Management – Text and Cases** : (The McGraw –Hill Companies)
3. P. Subba Rao : **International Human Resource Management** : (Himalaya Publishing House)
4. Monir H. Tayeb: **International Human Resource Management – A Multinational Perspective** : (Oxford)
5. P L Rao: **International Human Resource Management – Text and cases** (Excel Books)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

441 – ENTERPRISE RESOURCE PLANNING**UNIT – I**

Introduction to ERP: - BPR Vs ERP, Evolution, benefits and limitations of ERP, Phases of ERP and other enterprise applications.

UNIT – II

ERP – Related Techniques: Open source and wireless technologies. Supply chain Management – ERP – II and Gap Analysis, ERP in Small and Medium Enterprises.

UNIT – III

ERP Modules – Finance, Plant maintenance, Quality Management, Materials Management, Marketing and HR. ERP issues in Indian markets and in different countries.

UNIT – IV

ERP Implementation life cycle – Future trends. ERP Products: SAP, Microsoft, people soft and oracle and their impact on enterprise applications.

UNIT – V

ERP Applications. Success / Failure Factors of ERP Implementation. Implementation Strategies.

Reference:

1. Alexis Leon: **Enterprise Resource Planning** (Tata McGraw Hill)
2. Vivod Kumar Garg and NK. Venkaiya Krishnan: **E.R.P. Concepts & Practices** (Prentice Hall)
3. Sai Kumar ML: **Enterprise Resources Planning** (Institute of Public Enterprises)
4. Rahul V. Altekar: **Enterprise Resource Planning** (Prentice Hall)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

442 - DECISION SUPPORT SYSTEMS

UNIT-I

Decision Support Systems: Definition – Characteristics - Performance objectives - DSS Versus MIS - Technology Levels - Components of DSS.

UNIT-II

Systems Analysis for DSS: Decision support Requirements- ROMC Approach - Flexibility in DSS - Iterative Design.

UNIT-III

Development Approaches for DSS: Quick-hit - Staged Development - Complete DSS- Integration of DSS in to the organisation.

UNIT-IV

Dialog Management - Database Management- Model Base Management.

UNIT – V

DSS Implementation in Industries and Applications.

References:

1. Ralph H. Sprague, and Eric D, Carlson: **Building Effective Decision Support Systems**
(Prentice Hall)
2. Efraim Turban: **Decision Support and Expert Systems** (Macmillan)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

443- EXPERT SYSTEMS AND ARTIFICIAL INTELLIGENCE**UNIT- I**

Introduction to A-I and Basic problem solving methods: Meaning of AI, AI problems, AI - Techniques, Criteria for success, production systems, static space search.

UNIT – II

Control strategies, Heuristic Approach, Forward and Backward Reasoning, Hill climbing techniques, breadth first search, Depth first search, Best search and staged search.

UNIT – III

Game playing : Mini max search, Adding alpha beta cut-off - Utility cut-off Natural language processing : Syntax & semantic Analysis, Semantic grammar, core grammar, augmented transition network, Discourse and pragmatic processing.

UNIT – IV

Machine learning: Rote learning, learning by advice, Learning in problem solving and from examples, discovery as learning, A.M learning and Analogy.

UNIT – V

Expert systems: Introduction, Rule based system Architecture, Non-production system Architecture, Knowledge system building tools.

References:

1. Edani Rich & Kevin Knight: **Artificial Intelligence** (Tata McGraw Hill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

444 - SYSTEMS CONTROL AND AUDITING**UNIT-I**

Information Systems Auditing: Need- Foundations - Audit Risks - Types of Audit Procedures- Steps in an Audit.

UNIT-II

An overview of: Top Management Controls -Systems Development Management Controls - Programming Management Controls .

UNIT-III

An overview of: Data Resource Management Controls - Security Management Controls - Operations Management Controls - Quality Assurance Management Controls - Boundary Controls - Input Controls - Processing Controls - Output Controls.

UNIT-IV

Evidence collection and Evidence Evaluation: Audit Software- Code Review and Code Comparison- Concurrent Auditing Techniques.

UNIT-IV

Evaluating Asset safeguarding and data integrity - Evaluating System Effectiveness and efficiency - Managing the Information Systems Audit function.

References:

1. Ron Weber: **Information Systems Control and Audit** (Pearson Education).
2. Warren J.Donald, Lynn W. Edelson, and Xenia ley parker: **Handbook of IT**

Auditing

(Gorham & Lamont)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

445 – DISTRIBUTED INTELLIGENCE

UNIT-I

Centralized Computers: Problem specialized needs. Distributed processing Options and Trade – offs.

UNIT-II

Digital Communication Technology: Principles and methods, protocols and conventions, Constraints and trade offs.

UNIT-III

Local Area net works and advanced office systems. Distributed databases, and distributed processing.

UNIT-IV

Distributed Support, Implementation applications and Security.

UNIT-V

Distributed Transactions, Distributed multimedia Systems and Distributed memory.

References:

1. Leigh and Burgess :**Distributed Intelligence** (South Western)
2. George Coulornis, Jean Doll More and Tim Kind Berg :**Distributed Systems** (Pearson)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

446- E - BUSINESS**UNIT – I**

From e - Commerce to e-Business, Structural Transformation, Flexible Business designs. Trend spotting - Time, Self service, ease of use, outsourcing.

UNIT –II

e-Business design - strategy of design - phases: building, capability evaluation - e-Business design.

UNIT – III

e- Business Architecture - Customers Relationship Management, Selling- chain Management – supply- chain Management- e- Procurement.

UNIT –IV

Knowledge tone Applications - Next generation of D.S.S Business Model- Suitability, Pitfalls and Consumer preferences.

UNIT – V

Development E – Business design, strategy formulation.

References:

1. Ravi Ralakota and Maina Robinson: **E – Business** (Pearson)
2. Napier Jud, Rivers and Wagnerm: **Creating a E – Business** (Vikas)
3. Bhasker : **Electronic Commerce:** (TataMcgrahill)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

ANNEXURE – II

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

- **Each Course examination shall have a maximum of 70 Marks and the examination shall be of 3 Hrs duration.**
- **The question paper shall have **two** parts viz. Part- A and Part-B.**

PART-A (5X10=50 Marks)

Descriptive Type questions, each question carries 10 Marks.

1. (a)
Or
(b)
2. (a)
Or
(b)
3. (a)
Or
(b)
4. (a)
Or
(b)
5. (a)
Or
(b)

PART-B (20 Marks)

Case Analysis
