

# **PROGRAMME GUIDE**

## **DISTANCE EDUCATION PROGRAMMES**

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### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

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- **Scheme of Examination**
- **Detailed Syllabus & Reference Book**
- **Counseling and Study Structure**
- **Study Modules & Books Information**
- **Date Schedule & Instructions for Submitting Assignments**



**DR. C.V.RAMAN UNIVERSITY  
INSTITUTE OF OPEN AND DISTANCE EDUCATION (IODE)**

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**MASTER OF BUSINESS ADMINISTRATION (MBA)**

Duration - 24 Months ( 2 Years)

Eligibility - Graduation in any discipline

**SCHEME OF EXAMINATION**

Course Code	Name of the Course	Credit	Total Marks	Theory		Practical/Project Report		Assignments/Project Viva voce	
				Max	Min	Max	Min	Max	Min
<b>Semester-I (Compulsory Papers)</b>									
1MBA1	Management Process and Organizational Behavior	2	100	70	28	-	-	30	12
1MBA2	Quantitative Method	2	100	70	28	-	-	30	12
1MBA3	Managerial Economics	2	100	70	28	-	-	30	12
1MBA4	Environment Analysis and Management	2	100	70	28	-	-	30	12
1MBA5	Managerial Skill Development	2	100	70	28	-	-	30	12
1MBA6	Accounting for Managers	2	150	70	28	50	20	30	12
1MBA7	Computer Application for Managers	2	100	70	28	-	-	30	12
1MBA8	Business ethics & CSR	2	100	70	28	-	-	30	12
<b>Total aggregate required to pass</b>		<b>16</b>	<b>850</b>	<b>560</b>	<b>224</b>	<b>50</b>	<b>20</b>	<b>240</b>	<b>96</b>
<b>Semester-II Compulsory Papers</b>									
2MBA1	Business policy and Strategic analysis	2	100	70	28	-	-	30	12
2MBA2	Management science	2	100	70	28	-	-	30	12
2MBA3	Human Resource Management	2	100	70	28	-	-	30	12
2MBA4	Financial Management	2	100	70	28	-	-	30	12
2MBA5	Marketing Management	2	100	70	28	-	-	30	12
2MBA6	Production & operation Management	2	100	70	28	-	-	30	12
2MBA7	Research Methodology	2	100	70	28	-	-	30	12
2MBA8	International Business	2	100	70	28	-	-	30	12
<b>Total aggregate required to pass</b>		<b>16</b>	<b>800</b>	<b>560</b>	<b>224</b>	<b>-</b>	<b>-</b>	<b>240</b>	<b>96</b>
<b>SEMSTER-III</b>									
3MBA1	Business legislation	2	100	70	28	-	-	30	12
3MBA2	Group 1 - Paper I	2	100	70	28	-	-	30	12
3MBA3	Group 1 - Paper II	2	100	70	28	-	-	30	12
3MBA4	Group 1 - Paper III	2	100	70	28	-	-	30	12
3MBA5	Group 2 - Paper I	2	100	70	28	-	-	30	12
3MBA6	Group 2 - Paper II	2	100	70	28	-	-	30	12
3MBA7	Group 2 - Paper III	2	100	70	28	-	-	30	12
3MBA8	Summer Training Project & Viva	2	200	-	-	140	56	60	24
<b>Total aggregate required to pass</b>		<b>16</b>	<b>900</b>	<b>490</b>	<b>196</b>	<b>140</b>	<b>56</b>	<b>270</b>	<b>108</b>
<b>SEMSTER-IV</b>									
4MBA1	MIS & Decision Support System	2	100	70	28	-	-	30	12
4MBA2	Group 1 - Paper IV	2	100	70	28	-	-	30	12
4MBA3	Group 1 - Paper V	2	100	70	28	-	-	30	12
4MBA4	Group 1 - Paper VI	2	100	70	28	-	-	30	12
4MBA5	Group 2 - Paper IV	2	100	70	28	-	-	30	12
4MBA6	Group 2 - Paper V	2	100	70	28	-	-	30	12
4MBA7	Group 2 - Paper IV	2	100	70	28	-	-	30	12
4MBA8	Final Project & Viva	2	200	-	-	140	56	60	24
<b>Total aggregate required to pass</b>		<b>16</b>	<b>900</b>	<b>490</b>	<b>196</b>	<b>140</b>	<b>56</b>	<b>270</b>	<b>108</b>

**Evaluation Scheme**

- 40% in each theory, practical, project, dissertation & internal assessment

2. 40% Aggregate marks to pass
3. Total project marks(each Summer Training Project and final project) is 200 inwhich 140 marks for project report and 60 marks will be for project viva.

## **SPECIALIZATION**

### **Marketing Group**

3MBA2	3MBA5	Consumer Behaviour
3MBA3	3MBA6	advertising & Sales Promotion
3MBA4	3MBA7	Service Marketing
4MBA2	4MBA5	CRM & Sales Management
4MBA3	4MBA6	International Marketing
4MBA4	4MBA7	Retail & Rural Marketing

### **HR Group**

3MBA2	3MBA5	Management Training and Development
3MBA3	3MBA6	Human Resource Planning and Development
3MBA4	3MBA7	Legal Framework Governing Human Relation
4MBA2	4MBA5	Management of Industrial Relations
4MBA3	4MBA6	Organizational Change and Intervention Strategies
4MBA4	4MBA7	International Human Resource Management

### **Finance Group**

3MBA2	3MBA5	Security Analysis and Portfolio Management
3MBA3	3MBA6	Tax Management & Planning
3MBA4	3MBA7	Financial Institution & Services
4MBA2	4MBA5	Working Capital Management
4MBA3	4MBA6	Financial Derivatives
4MBA4	4MBA7	Banking & Finance

### **Information Technology Group**

3MBA2	3MBA5	Business Process Reengineering
3MBA3	3MBA6	System Analysis And Design
3MBA4	3MBA7	Database Management System
4MBA2	4MBA5	Innovation And Technology Management
4MBA3	4MBA6	E-Commerce
4MBA4	4MBA7	Cyber Law

### **Production & Operation Group**

3MBA2	3MBA5	Operations Planning & Control
3MBA3	3MBA6	Logistics & Supply Chain Management
3MBA4	3MBA7	Quality management
4MBA2	4MBA5	Manufacturing Strategy
4MBA3	4MBA6	World Class Manufacturing
4MBA4	4MBA7	Project management



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SEMESTER- FIRST SEMESTER

PROGRAMME: **MASTER OF BUSINESS ADMINISTRATION (MBA)** Theo. Max. M: 70 Min. M: 28

Course Code: 1MBA1, CREDIT:-2

Assig. Max.M: 30 Min. M: 12

COURSE: MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR

### **UNIT I**

**Management Systems and Process**, Introduction, Definition, & Nature of Management, Management – A science and an Art, Management vs Administration, Functions of Management, Significance of Management. **Evolution of Management Thoughts**, Introduction, Approaches to Management, Classical Theory, Scientific Management Approach, Leading Management Thinkers. **Managerial Skills**, Introduction, Levels of Management, Managerial Skills, Job of a Manager, Managerial Roles. **Social Responsibility of Management**, Social Objectives and Obligations, Social Responsibilities of Management in India.

### **UNIT II**

**Understanding and Managing Individual Behaviour**, Introduction, Models of Organizational Behaviour, McGregor's XY Theory, Immaturity-Maturity Theory, Mayo's Social Man, Schein's Rational and Complex Man, Theory Z : A Hybrid Model. **Personality**: Personality, Trait Theories, The Development of Personality and Socialization.

### **UNIT III**

**Perception – Perceptual Process and Managerial Implications of Perception**, The Role of Perception, Characteristics of the Person, Situational Processes, Managerial Implications of Perception. **Values and Attitudes**, Introduction, Types & Sources, Values and Corporate Culture, Attitudes, Measurement of Attitude, Job Satisfaction. **Learning**, Introduction, Nature & Theories of Learning, Strategies of Reinforcement, Use of Reinforcement Theory in Behaviour Modification (OB Mod). **Individual Decision Making and Problem Solving**: Importance, Types & Models of decision-making, Dynamics of Decision-making.

### **UNIT IV**

**Understanding and Managing Group Processes**, Introduction, Formal & Informal Organization, Group Dynamics, Work Teams: Definition, Types, and Effectiveness, Quality Circle, Team building. **Interpersonal and Group Behaviour**, Interpersonal Skills, Transactional Analysis, Johari Window, Nature of Groups, Reasons for Group Formation. **Leadership – Its Approaches and Styles**, Introduction, Definitions, Leader Traits, Leader Behaviour, Leadership Styles, Vroom, Yetton, and Jago's Normative Decision Model of Leadership, Leader Decision-making Style, Emerging Leadership Theories. **Motivation Concepts and its Theories**, Introduction, Theories of Motivation, Motivation in Practice.

### **UNIT V**

**Meaning and Determinants of Organizational Behaviour:** Definition, Historical Roots of Organizational Behaviour, The Emergence of Organizational Behaviour, **Organizing and Organizational Structure** **Line and Staff Conflicts**, Introduction, Organization Structure, Principles of Organization, Span of Management, Organization Charts, Authority Relationships: Line, Staff and Functional, Forms of Organization Structure. **Work Stress and Stress Management**, Introduction, Defining Stress, Factors that produce stress, Coping Strategies Stress-management Techniques, A Holistic Wellness Model. **Organizational Conflicts and its Dimensions**, Introduction, The Conflict Process, Sources of Conflict, Types, Symptoms & Causes of Conflict, Final Words on Negotiation.

## REFRENCE BOOKS

1. Management Process And Organizational Behaviour, P. K. Agrawal Vrinda Publication
2. ORGANISATIONAL BEHAVIOUR , R.K.CHOPRA,SUN INDIA PUBLICATION
3. Organizational Behaviour - K.Aswathappa
4. Organizational Behaviour - JitS.Chandran
5. Organizational Behaviour - McShane
6. Essentials of Management – Koontz – TMGH -
7. Principles & Practices of Management - Saxena
8. Principles and Practices of Management - Shejwalkar and Ghanekar
9. Management Concepts & Practices - Hannagan



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SEMESTER- FIRST SEMESTER

PROGRAMME: **MASTER OF BUSINESS ADMINISTRATION (MBA)** Theo. Max. M: 70 Min. M: 28

Course Code: 1MBA2 **CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE: QUANTITATIVE METHODS**

**UNIT I**

**Basic Quantitative Methods** : Introduction, Measure of Central Tendency, Mean, Median (MD), Mode, Correlation, Linear Simple Correlation, Regression, Index Number.

**Probability Distributions** - Concept of Probability, Bayes Theorem or Inverse Probability Rule, Random Variables, Mean and Variance of a Random Variable, Expected Value, Expected Value with Perfect Information (EVPI), Poisson, Hypergeometric Distribution, Normal Distribution, Joint Probability Distribution .

**UNIT II**

**Sampling and Sampling Distributions** - Types of Sampling, Sampling Distribution, Sampling from Normal and Non-normal Populations, Central Limit Theorem, Determination of Sample Size, Finite Population Multiplier, Sampling Distribution of Number of Successes .

**Estimation**, Estimator or Point Estimation, Interval Estimation .

**Testing of Hypotheses** - Basic Concept of Hypothesis, One Sample Tests, Hypotheses Testing of Means when Population Standard Deviation is Known, Hypotheses Testing of Means when Population Standard Deviation is Unknown, Hypothesis Testing of Proportions for Large Samples and Difference in Proportions, Two Sample Tests for Equality of Means for Large and Small Samples.

**Chi Square**, Chi-Square Test of Independence, The Student's T-Distribution, Snedecor's F-Distribution, Chi-Square Test, Practical in Excel Solver SPSS .

**UNIT III**

**Analysis of Variance** - Nature of the Test Statistic, Testing the Significance of Regression using Analysis of Variance, Test for Difference among more than Two Samples, Inference about a Population Variance, Inferences for Comparing Two Population Variances, One Way Analysis of Variance Practical in Excel Solver, Two Way Analysis of Variance Practical in Excel Solver .

**Non Parametric Methods** - The Matched-Pairs Sign Test, Wilcoxon Matched-Pairs Signed Rank-Sum Test, Mann Whitney Wilcoxon Test, The Kruskal-Wallis Test, The Runs Test for Randomness .

**UNIT IV**

**Simple Regression and Correlation** - Types of Relationships, Estimation using the Regression Line, Mean and Variance of ' $e_i$ ' Values, Definition of Correlation, Regression and Correlation Analysis .

**Time Series and Forecasting** - Variations in Time Series, Trend Analysis, Time Series Analysis in Forecasting .

**Decision Theories** - Decision Analysis, Expected Value Criterion with Continuously Distributed Random Variables, Decision Tree Analysis.

## UNIT V

**Linear Programming, Transportation and Assignment Problems** - Formulation of Linear Programming Problem, Summary of Graphical Method, Formulation of transportation, Assignment Problems.

## REFRENCE BOOKS

1) **QUANTITATIVE METHOD, D.R. AGRAWAL VRINDA PUBLICATION**

2) **QUANTITATIVE TECHNIQUES C R Kothari VIKAS PUBLISHING HOUSE PVT LTD**

3) Richard I. Levin and David Scrubbing, Statistics for Management (Seventh Edition), Prentice Hall Of India, New Delhi.

4) Gupta, S. P. and Gupta, M.P, Business Statistics, Sultan Chand and Sons, New Delhi, 1997.

5) Kapoor, V. K., Essentials of Mathematics for Business and Economics, Sultan Chand and Sons, New Delhi,1999.



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**SEMESTER- First Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 1MBA3 CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : MANAGERIAL ECONOMICS**

**UNIT I**

**Managerial Economics: An Overview** - Nature of Managerial Economics, Scope of Managerial Economics, Concepts of Managerial Economics, Fundamental Nature of Managerial Economics, Appropriate Definitions, Basic Characteristics, Theoretical Concepts of Managerial Economics, Role of the Managerial Economist.

**UNIT II**

**Demand Analysis** - Concept of Demand, Elasticity: Meaning, Elasticities in Managerial Decision-making, Demand Forecasting.

**Production Analysis** - Production Process, Change in Input Prices, Empirical Production Functions.

**Cost Analysis** - Cost Concepts, Cost-output Functions, Economies of Scale.

**Application of Cost Analysis** - Break-even Analysis: Cost-Volume-Profit, Cost Functions: Empirical Determination.

**UNIT III**

**Price-output and Market Structure** - Theory of Pricing, Various Forms of Market Structures, Equilibrium of a Firm, Price Determination, Equilibrium between Demand and Supply, Pricing and Output Decisions under Perfect Competition and Monopoly .

**Pricing Strategies** - Multi Product Pricing, Price Discrimination.

**UNIT IV**

**Investment Decisions** - Meaning of Investment, Investment Alternatives available for a Household, Desirable Attributes of Investments, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation .

**Public Investment Decisions** - Public Investment Decisions, Risk, Risk and the Investment Decisions.

**UNIT V**

**Firm – Objectives and Constraints** - Main Objectives of the Firm, Theories of the Firm, Value Maximization, Firm's Constraints.

**Advertising** - Advertising in Managerial Economics, The Optimal Level of Advertising Expenditure, Economic Effects of Advertising.

**Welfare Economics** - General Equilibrium, Utility Analysis, Pareto Optimality: Alternative Approach, Criteria for Welfare Judgments.

## **REFRENCE BOOKS**

1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi
2. Managerial Economics- D.N. Dwivedi, Vikas Publication New Delhi.
3. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi
4. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi
5. Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi
6. Managerial Economics – G.S. Gupta, T M H, New Delhi
7. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi
8. Managerial Economics –Joel Dean, Prentice Hall, USA
9. Managerial Economics –H LAhuja, S Chand & Co. New Delhi



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**SEMESTER- First Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 1MBA4 CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : ENVIRONMENT ANALYSIS & MANAGEMENT**

**UNIT I**

**Introduction**, Sustainable Development, Other Fundamentals, Study of Environmental Management In Management Schools, Review Questions. **Realm of Ecology**, Ecology, Definitions, Selected Concepts of Ecology, Industrial Ecology, Review Questions.

**UNIT II**

**Background to International Efforts for Environmental Protection**, Introduction, World Commission on Environment and Development, Regional Efforts, Earth Summit 1992, Review Questions.

**UNIT III**

**India's Efforts for Environmental Protection and Public Policy**, Introduction, National Committee on Environment Planning, Environment Protection Act, **Environment Problems** - Introduction, Global Warming, Effects of Global Warming, Ozone Depletion, The Montreal Protocol, Montreal Protocol Amended.

**UNIT IV**

**Environmental Management System**, Introduction, Terminology, ISO 14000 (Series) **Environmental Clearance for Establishing and Operating**, Industries in India\*, Key Functions of the Government Agencies, Procedure for Establishing and Operating an Industrial Unit in India,

**UNIT V**

**Business - Accounting - Economy**, Introduction, Promotion of Sustainable Development, Globalization, Use of Economic Instruments/Price Mechanisms, Environmental Taxes, Trade GATT - WTO, Eco-labelling, Green Funds.

**REFRENCE BOOKS**

1. Francis Cherumilam, Business Environment Text & Cases, HPH, Mumbai.
2. Adhikari, M., Economic Environment of Business ,
3. Hill W L ,International Business, TMH , New Delhi
4. SampatMukerjee, Economic Environment of Business,
5. DwijendraTripathi, Business Politics in India



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**SEMESTER- First Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 1MBA5, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE :MANAGERIAL SKILL DEVELOPMENT**

**UNIT I**

**Human Growth and Development** , Nature and Principles of Growth and Development, Dimensions of Development, Learning, Moral Values, Developmental Tasks, Meaning of Developmental Tasks

**UNIT II**

**Psychomotor and Psychosocial Development** , Introduction, Motor Development

**UNIT III**

**Heredity and Environment in Human Socialization** , Environment Influences in Molding the Personality, Role of Hereditary and Environmental Factors in Personality Development, Role of Socialization and Child Rearing Practices in Development , Factors Influencing Choice of Child-Training Methods

**UNIT IV**

**Theories of Personality Development** , Personality , Psycho Dynamic Theories of Personality , Behavioural Theory

**UNIT V**

**Intelligence Quotient and Emotional Quotient** , Factor Theories of Intelligence, Intelligence Quotient (IQ), Multiple Intelligences , Social Intelligence, Emotional Intelligence



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**SEMESTER- First Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 1MBA6, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE :ACCOUNTING FOR MANAGERS**

**UNIT I**

**Basics of Accounting**, Meaning, Process of Accounting, System of Accounting. **Basic Accounting Principles**, **Classification of Accounts**, Personal Account, Real Account, Nominal Accounts. **Accounting Process**, Transactions in between the Real A/c, Journal Entries in between the Accounts of two different Categories, Accounting Equation. **Basics of Cost Accounting**, Meaning of Cost Accounting, Cost Classification, Costing Concepts. **Cost Sheet**, Direct Cost Classification, Indirect Cost Classification, Stock of Raw Materials, Stock of Semi-finished Goods, Stock of Finished Goods.

**UNIT II**

**Corporate Financial Statements**, Types & Nature of Financial Statements, Attributes & Uses of Financial Statements, Limitations of Financial Statements.

**Classification of Expenditure/Receipts**, Capital and Revenue Expenditures, Capital and Revenue Receipts, Cost of Goods Sold.

**Tools of Financial Statement Analysis**, Concepts, Objectives, Tools for Analysis and Interpretation.

**Comparative Financial Statements**, Comparative (Income) Financial Statement Analysis, Comparative Common-size Statement, Trend Analysis.

**UNIT III**

**Ratio Analysis**, Definition, Classification, Purposes & Utility of the Ratio Analysis, Limitations of the Ratio Analysis, Short-term Solvency Ratios, Capital Structure Ratios, Profitability Ratios, Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, DU PONT Analysis, **Fund Flow Statement**, Meaning & Objectives of Fund Flow Statement, Analysis, Steps, Schedule of Changes in Working Capital, **Methods of Fund Flow Statement**, Methods of Preparing Fund from Operations, Advantages & Limitations of Fund Flow Statement, **Cash Flow Statement**, Meaning & Utility of Cash Flow Statement, Steps in the Preparation of Cash Flow Statement.

**UNIT IV**

**Cost Control Techniques, Standard Costing and Variance Analysis**, Definition and Meaning of Standard Costing, Standard Costing System, Concept of Variance Analysis, Classification of Variances, **Responsibility Accounting**, Responsibility Centers, Controllability Concept, Accounting Concepts, Advantages and Disadvantages of Responsibility Accounting.

**UNIT V**

**Management Applications**, Definition & Importance of Marginal Costing, Cost-Volume-Profit (CVP) Analysis, Break-even Analysis, Application of Cost Volume Profit Analysis, Pricing Decisions, Methods of Pricing, **Activity-based and Target-based Costing**, Concept of Activity-based Costing, Target Costing, **Contemporary Issues in Management Accounting**, Life Cycle Costing, Quality Costing, Kaizen Costing, Throughput Costing, Backflush Costing.

## **REFRENCE BOOKS**

1. Anthony R. N. and Reece J.S. Accounting Principles, Homewood, Llinois , Richard D. Irwin.
2. Bhattacharya S.K. and Dearden J. Accounting for Management : Text and Cases. New Delhi, Vikas.
3. Heitger, L E and Matulich, Serge. Financial Accounting . New York , McGraw Hill.
4. Hingorani, N L. and Ramanathan , A.R. Management Accounting , New Delhi , Sultan Chand .
5. Vij. Madhu Financial and Management Accounting . New Delhi ,Anmol Publications.
6. Koplan& Atkinson, Advance management Accounting, 2004, Pearson India.
7. J.M. Gowda, Management Accounting, Himalaya Publishing House
8. Dr. S.M. Shukla, Advance Accounting, Sahitya Publication.



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**SEMESTER- First Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 1MBA7 , CREDIT:-2**

**Assig. Max.M:30 Min. M:12**

**COURSE : COMPUTER APPLICATION FOR MANAGERS**

**UNIT I**

INTRODUCTION TO COMPUTER, What is a Computer?, A Simple Model of a Computer, Characteristics of Computers, Classification of Computers, Architecture of a Computer System, Computers in Business, Facilities Available in Computerized System, Indian Computing Environment, Components of Computer System, The Computer Generations, Computer Languages, Language Translators.

**UNIT II**

SOFTWARE PACKAGES, Personal Computers in Business, PC Software Packages, Disk Operating System, Windows Operating System.

**UNIT III**

WORD PROCESSING SOFTWARES, Word Processor, MS Word 2003, Starting MS-Word, Working with Menus, Word spreadsheet software, microsoft excel 2003, how to start microsoft excel 2003?, a sample session with excel 2003, data entry and editing, range operations, working with worksheets, database functions in spreadsheet.

**UNIT IV**

MANAGERIAL APPLICATIONS OF COMPUTER, Managerial Applications of Computers, Computer and Management Functions, Computer based Financial Accounting System, Computer based Inventory System, Inventory Control System, Computers and Inventory.

**UNIT V**

MANAGEMENT INFORMATION SYSTEM, What is an Information System?, The Need for Information Systems, Digital Convergence, Change in Business Environment, Information and Knowledge Economy, Contemporary Approach to Information System, Information System Management Challenges, Ethical and Societal Issues of Information System.

**REFRENCE BOOKS**

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi.
2. June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay.
3. Comer 4e, Computer networks and Internet, Pearson Education.
4. White, Data Communications & Computers Network, Thomson Learning Bombay.
5. David, Van Over, Foundations of Business Systems, Forth Worth, Dryden 1992
6. Summer, M. Computers Concepts and Uses, 2nd ed. Englewood Cliffs, PHI publication

7. John, Moss Jones, Automating Managers: the implications of Information Technology for Managers. London, Printer
8. Sinha, P.K., PritiSinha (2002). Foundation of computing. BPB Publications.
9. Ram, B. (2003). Computer Fundamentals. New Age Publications



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**SEMESTER- First Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 1MBA8, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : BUSINESS ETHICS & CSR**

**UNIT I**

**BUSINESS ETHICS**, Introduction, Concept of Business Ethics, Overview of Business Ethics, Factors affecting Business Ethics, Objectives of Business Ethics, Source of Business Ethics, Morality and Etiquette, Morality and Religion, Morality and Law, Moral Duty, Right and Obligation, Theory of Distributive Justice, Business Ethics in Practice, Attitude of Indian Managers towards Business Ethics.

**UNIT II**

**PHILOSOPHICAL FOUNDATION OF ETHICS**, Introduction, Customary Morality and Reflective Morality, Ethical Relativism, Normative Ethical System, Ethics Issues in Different Spheres, Egoism, Utilitarianism, Ethical Formalization, Theoretical Normative Ethics, **BUSINESS AND SOCIETY** , Introduction, Social Orientation of Business, Social Responsibility of Business, Social Responsibility and Social Responsiveness, Gandhian Philosophy of Wealth Management, Social Audit, Corporate Social Performance.

**UNIT III**

**VALUES AND WORK**, Introduction, Characteristics of Values, Types of Values, Importance of Values, Difference between Values and Skills, Managing Leadership Values, Corporate Values, Business Culture and Values, Human Values for TQM, Quality Leadership, Indian Ethos for Management, Work Ethics, Work Culture, Corporate Culture.

**UNIT IV**

**ETHICS AT WORK PLACE**, Introduction, Ethics at Work Place, Personal Values and Organizational Goals, Organizational Norms and Conformity, Ethics and Decision Making, Ethical Dilemma, Ethics and Human Resource Management, Ethics and Marketing, Consumerism, Ethics and Advertising, Marketing Research, Price Fixation, Marketing Strategies, Ethics and Corporate Governance, Corporate Disclosure, Ethics, Technology and Computers, Intellectual Property Rights, Ethics and Environment, Sexual Harassment.

**UNIT V**

**ETHICS AND CORPORATE CULTURE**, Introduction, Measures to Encourage Ethical Conduct and Institutionalize Ethics Training, Code of Conduct, Formal Committees, Ethics Audit, Professional Values and Professional Codes, Managing Ethical Conduct in Modern Times, **SOCIAL AND ECONOMIC ISSUES**, Introduction, Adaptation to Changing Environment, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors, Management Practices and

Cultural Issues, Global Political Situation, Global Competitive Environment, Internal Scene in India.

## **REFERENCE BOOKS**

1. Murthy C.S.V – Business Ethics- Text & Cases, Himalaya Publishing House
2. Velasquez (2002) - Business Ethics - Concepts and Cases, Prentice Hall, 5th edition.
3. Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.
4. KaurTripat, Values & Ethics in Management, Galgotia Publications.
5. Badi, R.V. and Badi, N.V. Business Ethics, Vrinda Publications



**Dr. C.V. RAMAN UNIVERSITY**  
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**SEMESTER- Second Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 2MBA1, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : BUSINESS POLICY & STRATEGIC ANALYSIS**

**UNIT I**

**Strategic Management: An Introduction**, Origin of Strategy and Strategic Management, Need for Strategies and Strategic Management, Strategic Management Process, Challenge of Strategic Management, Competitive Advantage, Resource-based Model, Stakeholders in the Process, Strategic Intent. **Vision and Mission**, Communicating Vision and Mission, Setting Objectives, Need for Objectives at all Management Levels, Developing the Strategy, Aligning Performance with Objectives. **Concept of Synergy and its Relevance to Strategy**, Business Definition, Objectives and Goals, Social Responsibility.

**UNIT II**

**Understanding External Environment**, External Environmental Analysis, Global Effect, Industry Environment Analysis, Determining Industry Attractiveness, Strategic Groups, Competitor Analysis. **Analysis of Internal Environment**, Internal Analysis Framework, Resources, Capabilities and Core Competencies, Building Core Competencies, Outsourcing, Corporate Strategy, TWOS Analysis, Diversification Strategies, Restructuring, Cooperative Strategies, **Generic Tools of Analysis**, Decision Trees, Issue Trees, Profit Trees, SWOT Analysis, PESTLE Analysis, Case Analysis, Portfolio & Other Analytical Models.

**UNIT III**

**Implementing Strategic Management**, Role of Strategic Leadership in Implementation, Effective Strategic Leadership, Teams as an Organizational Resource, Aligning Organizational Capabilities, Innovation, **Implementing Business-level Strategy**, Types of Business-level Strategy, Implementing Functional Strategies, Role of the Budget, Strategic Evaluation and Control, Strategic Audit. **Operational Strategy**, Formulating Operations Strategy, Product-service Mix (What to Produce?), Capacity Planning (How many to Produce?), Technology and Facilities Planning (How to Produce?), TQM Tools and Techniques, **Financial Strategy**, Procurement of Funds, Utilisation of Funds, Financial Ratio Analysis, Financial Strategy and Competitive Advantage, **Marketing Strategy**, Market Segmentation, Product Positioning, Product Strategies, Product Life Cycle Concept, Pricing Strategies, Distribution and Promotion Strategies, **Human Resource Strategy**, Human Resource Strategy, Personnel Policies, Human Resource Planning, Recruitment, Selection, Placement, Induction/Orientation, Training and Development, Performance Appraisal .

**UNIT IV**

**Levels of Strategy**, Levels of Strategies, Characteristics of Different Levels of Strategies, **Scanning Environments for Threats and Opportunities**, Analysing Internal Weaknesses and Strengths, Developing Vision, Mission, Corporate Values and Objectives, Generating Strategic

Options, Evaluating and Selecting Overall Strategy, Implementing Strategy, Business Environment Analysis, **Variables in Competitive Environments**, Critical Success Variables in Competitive Environments, Internal Resource Analysis, Control over Resources, Value Chain Analysis. **Cost and Value Drivers**, Total Value Chain, Importance of Linkages in the Value Chain, Role of Information/Communication Technology in Reinforcing Value Chain, Management of Value Chain.

## UNIT V

**Analysis of Skills and Competence**, Concept of Core Competencies, Resources, Capabilities, Understanding Core Competencies, Characteristics of Core Competencies, Tests for Core Competencies, Mapping Stakeholders' Expectations, Stakeholders in a Corporation, Identifying Stakeholders, Mapping Stakeholders, Sources of Power of Internal Stakeholders, Sources of Power of External Stakeholders.

## REFERENCE BOOKS

1. Kazmi, Azar, 'Business Policy', Tata McGraw-Hill Publishing Co. Ltd, New Delhi, 2009
2. Fred R. David, "Strategic Management – Concepts and cases", Pearson prentice Inc, U.K 2006.
3. Pearce II, John, Robinson Richard B, Amita Mitta., 'Strategic Management – Strategicformulation and Implementation', Tata McGraw Hill Publishing Company Ltd, New Delhi, 2008.
4. Kim Warren, "Strategic Management Dynamics" John Wiley Publication, 2007



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**SEMESTER- Second Semester**

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**Course Code: 2MBA2, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE :MANAGEMENT SCIENCE**

**UNIT-I**

**Management Systems and Process**, Definition of Management, Management – A science and an Art, Management – An Emerging Profession, Management vs Administration, Functions of Management, Significance of Management.

**UNIT-II**

**Evolution of Management Thoughts**, Approaches to Management, Classical Theory, Scientific Management Approach, Criticism of Scientific Management, Management Process or Administrative Management Approach, Bureaucracy, Neo-Classical Theory, Behavioural Science Approach, Quantitative Approach, Systems Approach, Features of Systems Approach, Contingency Approach, Operational Approach, Leading Management Thinkers.

**UNIT-III**

**Managerial Skills**, Levels of management, Managerial skills, The job of a manager, Managerial roles.

**UNIT-IV**

**Managerial Planning**, Principles of planning, The process of planning, Essential requirements of an effective plan, Derivative plans, Planning premises, Business forecasting.

**UNIT-V**

**Organizing and Organizational Structure Line and Staff Conflicts**, Organization Structure, Principles of Organization, Span of Management, Organization Charts, Organization Manuals, Forms of Organization Structure.

**Authority and Organisational Relationship**, Authority Relationships: Line, Staff and Functional

**REFRENCE BOOKS**

1. Organizational Behaviour, Stephen Robbins- 9th Ed
2. Organizational Behaviour - Uma Sekaran
3. Organizational Behaviour - K.Aswathappa
4. Organizational Behaviour - JitS.Chandran
5. Organizational Behaviour - McShane
6. Essentials of Management – Koontz – TMGH –
7. Principles & Practices of Management - Saxena
8. Principles and Practices of Management - Shejwalkar and Ghanekar
9. Management Concepts & Practices - Hannagan



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**Course Code: 2MBA3, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : HUMAN RESOURCE MANAGEMENT**

**UNIT I**

**Concepts and Perspectives on Human Resource Management**, Nature of HRM, Scope of HRM, Objectives of HRM, Importance of HRM, Systems Approach to HRM, HRM and Competitive Advantage, Evolution of the Concept of HRM, **Human Resource Management in Changing Environment**, Technological Changes, Workforce Diversity, Diversity Issues in India, Managing Diversity, **Corporate Objective and Human Resources Planning**, The Process of Human Resource Planning, Responsibility for HRP, Effective Human Resources Planning.

**UNIT II**

**Job Analysis and Job Description**, Uses of Job Analysis, The Process of Job Analysis, Job Description, Job Specification, **Methods of Manpower Search**, Methods of Recruitment, **Induction and Socialization**, Placement, Induction/Orientation, Induction Training in India.

**UNIT III**

**Manpower Training and Development**, Need for Training, Training vs Development, Training vs Education, Learning Principles: The Philosophy of Training, Applicability of Training, Environment, Areas of Training, Types of Training, A Systematic Approach to Training, Training Methods, Evaluation of a Training Programme, Methods of Evaluation.

**UNIT IV**

**Job Evaluation and Wage Determination**, Job Evaluation: Concept, Job Evaluation vs Performance Appraisal, Essentials for the Success of a Job Evaluation Programme, Job Evaluation Methods and Limitations, Objectives of Compensation Planning, Components of Pay Structure in India, Wage and Salary Administration, Objectives, Principles of Wage and Salary Administration, The Elements of Wage and Salary System, Factors Influencing Compensation Levels, Wage policy, Wage Policy in India, State Regulation of Wages, Bonus, Wage Differentials.

**Performance Appraisal and Potential Evaluation**, Process and Methods of Performance Appraisal, Problems with Performance Appraisal, Essential Characteristics, System, Potential Appraisal, Performance Appraisal Practices in India.

## UNIT V

**Industrial Relations and Trade Unions**, Industrial Relations, Objectives of Industrial Relations, Approaches to Industrial Relations, Essential Conditions for Sound Industrial Relations, Significance of Industrial Relations, Industrial Conflict, Forms of Industrial Disputes, Causes of Industrial Disputes, Industrial Disputes in India, Preventive Machinery, Trade Unions – Introduction, Definition, Objectives of Trade Unions, Functions of Trade Unions, Union Structure, The Trade Unions Act, 1926 and Legal Framework, Union Recognition, 1958, Verification of Trade Union Membership, Current Trends in Trade Unionism.

**Dispute Resolution and Grievance Management**, Model Grievance Procedure, Grievance Management in Indian Industry, Discipline: Three Interpretations, Approaches to Discipline, Disciplinary Action, Punishment, Dismissal and Discharge, Essentials of a Good Disciplinary System.

## REFRENCE BOOKS

1. V.S.P. Rao: Human Resource Management,Exel
2. C.B. Memoria: Personal Management, Himalaya
3. Edwin B. Flippo:Personal Management ,Tata McGraw Hill
4. K. Aswathappa Human Resource Management, Tata McGrawHill
5. Dale Yoder: Personal Management & Industrial Relations, Tata McGraw Hill
6. C.B. Gupta: Human Resource Management, Sultan Chand andSons
7. R.S. Dwivedi: HRD in India Companies, Himalaya
8. Gary Dessler: Human Resource Management ,McMillan
9. Dubey.P.&Yakkaldevi. A (2015) Human Resource Management ;Laxmi Book Publication, Solapur Maharashtra ;ISBN No.9781312817500



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**SEMESTER- Second Semester**

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**Course Code: 2MBA4, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : FINANCIAL MANAGEMENT**

**UNIT I**

**INTRODUCTION TO FINANCIAL MANAGEMENT**, Meaning and Definition of Financial Management, Importance of Financial Management Financial Decisions, Objective of Financial Management, **FINANCIAL PLANNING**, Meaning and Definition, Need for Financial Planning, Steps in Financial Planning, Objectives of the Financial Plan, **CAPITALIZATION** Over-capitalization, Under-Capitalization.

**UNIT II**

**CAPITAL STRUCTURE**, Meaning of Capital Structure, Features of an Appropriate Capital Structure, Determinants of Capital Structure, Leverages, **CAPITAL BUDGETING**, Meaning and Definition, Capital Budgeting Process, **COST OF CAPITAL**, Concept, Importance, Cost of Equity, Cost of Debt Capital, Weighted Average Cost of Capital (WACC).

**UNIT III**

**WORKING CAPITAL MANAGEMENT**, Meaning and Definition of Working Capital, Kinds of Working Capital, Distinction Between Permanent and Temporary Working Capital, Objectives of Working Capital Management, Factors Influencing Working Capital, Determination of Required Working Capital.

**UNIT IV**

**CASH MANAGEMENT**, Objectives of Cash Management, Factors Determining Cash Needs, Cash Budget, Managing Cash Flows, Computation of Optimum Cash Balance, Money Market Instruments or Marketable Securities, **RECEIVABLES MANAGEMENT**, Meaning and Characteristics, Receivables Management, **INVENTORY MANAGEMENT**, Components of Inventory, Inventory Management Motives, Objectives, Tools and Techniques of Inventory Management/Control.

**UNIT V**

**MANAGEMENT OF PROFITS/DIVIDEND POLICY**, Meaning and Definition, Dividend Policy, Management of Profits/, Dividend Policy, Types of Dividend Policies, Factors Influencing Dividend Policy, Practical Aspects of Dividend Policy.

## **REFRENCE BOOKS**

1. Hampton , john . Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Van Horner, James C. Financial Management and Policy , New Delhi, Prentice Hall of India.
3. Winger, Bornard and Mohan, Nancy, Principles of Financial Management, New York, Macmillan Publishing Company.
4. J.C. Van Horne, Fundamentals of Financial Management, PHI , New Delhi.
5. Weston Brigham, Managerial Finance, McGraw Hill , New York.
6. I.M. Pandey, Financial Management Vikas Pub. House, New Delhi.
7. P. Chandra, Financial Management, TMH, New Delhi .
8. S.C. Kuchhal, Financial Management, Chaityna Publishing House, Aligarh.
9. R.M. Srivastava, Financial Decision Making, Himaylava Publishing House, Mumbai



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**SEMESTER- Second Semester**

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**Course Code: 2MBA5, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : MARKETING MANAGEMANT**

**UNIT I**

**Introduction to Marketing**, Introduction, Defining Marketing, Needs, Wants and Demand, Concept of Exchange, Customer Value and Satisfaction, Evolution of Marketing Concept, **Measuring Market Demand**, Introduction, Forecasting Methods, **Marketing Implementation and Control**, Introduction, Marketing Implementation, Organising Marketing Department, Role of Marketing in Structuring, Alternatives, Implementation of Marketing Programmes, Mechanisms to Control, Performance Evaluation Methods, **Marketing Environment Analysis**, Introduction, Scanning and Analysing Environment, **Information System and Marketing Research**, Introduction, Information About Factors that Affect Marketing, Marketing Information Systems (MIS), Marketing Research Process, Data Collection Approach, Qualitative Research, Quantitative Research, Sampling Plan.

**UNIT II**

**Market Segmentation, Targeting and Positioning**, Introduction, Market Segmentation, Requirements for Effective Segmentation, Bases for Segmentation, Types of Segmentation, **Consumer Behaviour - Personal and Organisational**, Introduction, Consumer Behaviour, Social Factors, Psychological Factors, Personal Factors, Demographic Factors, Situational Factors, Involvement Level, Consumer Decision-making Process, Organisational Consumer.

**UNIT III**

**Product Concepts**, Introduction, Concept of Product, Product Classification, Product Line and Product Mix, **Branding, Packaging and Labelling**, Introduction, Concepts of Branding, Brand Identity, Brand Equity, Brand Image, Types of Brand, Brand Name Selection, Branding Strategies, Factors Influencing Branding Strategies, Competitive Situation, Company Resources, Brand Building, Packaging, Labelling, **New Product Development and Adoption Process**, Introduction, Developing New Products, Organising for New Product Development, Commercialisation, New Product Adoption Process, Time Factor and Diffusion Process, **Product Life Cycle**, Introduction, Product Life Cycle-Shapes, Whether to be a Pioneer or Follower?, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Implications and Limitations of Product Life Cycle Concept.

**UNIT IV**

**Developing Pricing Strategies and Pricing Methods**, Introduction, Pricing Concept, Pricing Objectives, Factors Affecting Pricing Decisions, Price Setting Procedure, **Managing Marketing Channel and Physical Distribution**, Introduction, Marketing Channels, Factors Affecting Selection of Marketing Channel System, Intensity of Distribution, Channel Terms and Conditions,

Vertical, Horizontal and Multichannel Marketing Systems, Channel Conflicts and Cooperation, Physical Distribution, Transportation, Sales Promotion, Sales Promotion Planning Guidelines.

#### UNIT V

**Managing Marketing Communication**, Introduction, Marketing Communications, Communications Objectives (Marketing Communication Models), Communications Media, Budget Allocation, Marketing Communications Mix, Selection of Promotional Mix, Integrated Marketing Communications, **Changing Trends in Marketing Mix**, Introduction, Relationship Marketing, Service aspects of consumer products, Loyalty and Customer Value Management, Sharing knowledge through BP's Virtual Team Network, Retailers and Systematic Relationships, Relationship Marketing in Organizational Markets: From Competition to Cooperation, **E-marketing**, Introduction, Fundamental Concept of Web Marketing, Role of Internet in a Marketing Setting, Developing an Internet Marketing Strategy, Current Challenges and Future Prospects for E-marketing.

#### REFERENCE BOOKS

1. Marketing Management: Kotler, Philip, Prentice Hall
2. Marketing Management: Subhash c. Jain, Cengage
3. Marketing Management: Ramaswamy&Namakumari, McMillan
4. Principles of Marketing: Kurtz &boone, Cengage
5. Principles of Marketing:Kotler& Armstrong, Prentice Hall
6. Marketing Management;Kotler&Koshy, Prentice Hall
7. Marketing Management:Biplab S. Bose, Himalaya



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**SEMESTER- Second Semester**

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**Course Code: 2MBA6, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : PRODUCTION & OPERATION MANAGEMENT**

**UNIT I**

Introduction, Production Management Function, Objectives of Production Management, Scope of Production Management, Decision-making in Production Management, Production Organization, Historical Evolution of Production/Operations Management.

**UNIT II**

**Design and Control of Production Systems**, Introduction, Technology Life Cycle (TLC) and Product Design, Categories of Process Technologies, Impact of Design Engineering on Technology, Impact of Computers on Process Innovation, **Production Life Cycle and Design**, Introduction, Product Design, Product Specification, Modular Design and Standardization, Definitions, Product Life Cycle, **Product Planning and Development**, Introduction, Product Development, Research and Development.

**UNIT III**

**Plant Location**, Introduction, Facilities Location Defined, Significance of Plant Location, Objective of Location Strategy, Types of Facilities, Site Selection – Where to Locate?, Site Evaluation Processes, Critical Factors in Location Analysis, Location Analysis Techniques, **Plant Layout**, Introduction, Facility Layout/Plant Layout Defined, Objectives of Plant Layout, Effects of Layout on Cost, Advantages of Good Plant Layout, Factors Influencing Plant Layout, Symptoms of a Bad Layout, Evaluation of Alternative Layouts, Symptoms of a Bad Layout.

**UNIT IV**

**Materials Handling**, Introduction, Definition, Functions of Materials Handling, Importance/Significance of Materials Handling, Types of Materials Handling Equipment, Relation between Plant Layout and Materials Handling, **Materials Management**, Introduction, Management of Material Resources, Functions of Materials Management, “Planning and Control” Function, **Inventory Control**, Introduction, Inventory Defined, Perpetual Inventory System, Economic Order Quantity.

**UNIT V**

**Demand Forecasting**, Introduction, Need for Forecasting, Forecasts and Predictions, Levels of Forecasting, Selecting the Appropriate Method of Forecasting, **Production Planning**, Introduction, Characteristics of Production Planning, Objectives of Production Planning, Planning and Manufacturing Systems, Factors Determining an Efficient Production Planning System, **Production Control and Scheduling**, Introduction, Production Control, Objectives of Production Control, Advantages of Production Control, Requirements of Production Control System.

**REFERENCE BOOKS**

1. Adam, E E& Ebert, RJ. Production & Operation Management, New Delhi , PHI.
2. Amrine Harold T. etc. Manufacturing Organization and management. Englewood Cliffs, New Jersey, PHI Inc.
3. Buffa, E.S. Modern Production Management, John Wiley ( New York.)
4. Dobler, Donald. W & Lee Lamar Purchasing & Materials Management, New York, McGrawHill.
5. Mayor R, Production and Operation management,
6. Telsong, Industrial & Production Management,



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**SEMESTER- Second Semester**

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**Course Code: 2MBA7, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : RESEARCH METHODOLOGY**

**UNIT I**

**Fundamentals of Research**, Introduction, Scope and Significance of Research, Types of Research, **Research Process**, Introduction, Research Process, Research Process/Plan, Steps involved in Preparing Market Research Plan or Designing a Research, What are the Criteria or Characteristics of a Good Research?, **Scientific Method in Research**, Introduction, Process and Logic in Scientific Research, Characteristics of Scientific Method, Why MR cannot be considered Scientific?, Distinction between Scientific and Unscientific Method.

**UNIT II**

**Problems In Research**, Introduction, Identifying Research Problem, Sources for Problem Identification, Self Questioning by Researcher while Defining the Problem, Concepts, Constructs, Theoretical Framework, Objectivity in Research, **Hypothesis**, Introduction, Meaning of Hypothesis, Formulation of Research Design, Types, Exploratory Research Methods, Conclusive Research, **Causal Research**, Introduction, Causal Research or Experimental Research, Types of Extraneous Variables, Concomitant Variable, Systematic Approach to Solve a Research Problem, Experimental Designs.

**UNIT III**

**Concept of Measurement**, Introduction, Features of a Good Design, Meaning of Measurement, Errors in Measurement, Techniques of Measurement, Sample Questionnaire Items for Attitude Measurement, **Scaling Techniques**, Introduction, Types of Scale, Scale Construction Techniques, Sampling Design, Introduction, Meaning and Concepts of Sample, Steps in Sampling, Criteria for Good Sample, Types of Sample Design, Distinction between Probability Sample and Non-probability Sample.

**UNIT IV**

**Data Collection**, Introduction, Types of Data-Sources, Miscellaneous Secondary Data, Tools for Data Collection, Designing the Questionnaire, Questionnaire Designing, Mail Questionnaire, Sample Questionnaires, **Pilot Study**, Introduction, Case Study, Data Processing, Data Analysis, **Test of Significance**, Introduction, Assumptions about Parametric and Non-parametric Test, Parametric Tests, F Test, SPSS and its Applications.

**UNIT V**

**Interpretation**, Introduction, Meaning, Techniques of Interpretation, Interpretation of Regression Equation, **Report Writing**, Introduction, Significance of Report Writing, Steps in Report Writing, Layout of Report, Types of Reports, Executive Summary, Mechanics of Writing Reports, Precautions for Writing Report, Norms for using Tables, Charts and Diagrams, Graphs, Norms for

Using Index and Bibliography. **Oral Presentation**, Introduction, Nature of an Oral Presentation, Guidelines, Checklist for Oral Presentation.

## REFRENCE BOOKS

1. C.R.Kothari: Research Methodology, Vikas Publications
2. Cooper and Schindler: Business Research Methods, TMH
3. RajendraNargundkar : Marketing Research



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**SEMESTER- Second Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 2MBA8, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : INTERNATIONAL BUSINESS**

**Globalization**, Introduction, Meaning and Definition, Globalization Process, **GATT/WTO**, Introduction, History of WTO, World Trade Organization, Agreements, Criticism of WTO, **International Trade**, Introduction, Reasons for Phenomenon International Growth, Modes of International Business, External Influence on International Business, **WTO and Intellectual Property Rights**, Introduction, Trade-related Aspects of Intellectual Property Rights (TRIPS) Agreement, The Indian Designs Act, WTO and Dispute Settlements, EXIM Policy.

**UNIT II**

**Highlights of Foreign Trade Policy**, Introduction, Legal Framework, Special Focus Initiatives, Board of Trade, General Provisions Regarding Imports and Exports, Special Economic Zones, Free Trade and Warehousing Zones, Deemed Exports, **Changes in the Global Economy and Economic Reforms**, Introduction, Changes in Global Economy and Economic Reforms, Ethics and Regulations, Nature of Economic Transformation, Globalization and Internal Reform Process, **Foreign Direct Investment**, Introduction, Foreign Direct Investment in the World Economy, The Form of FDI, Implications of FDI for Business, FDI in India.

**UNIT III**

**Global Monetary System**, Introduction, Evolution of the International Monetary System, European Monetary Union, Exchange Rate Mechanisms, **Foreign Exchange Market**, Introduction, Structure of the FOREX Market, Economic Theories of Exchange Rate Determination, **Exchange Risk Management and FEMA**, Introduction, Classification of Currency Exposure, Management of Exchange Risk, Exchange Rate Forecasting, Foreign Exchange Management Act (FEMA), **International Market Entry Strategies**, Introduction to Basic Entry Decisions, Entry Modes, Core Competencies and Entry Mode, Establishing a Wholly Owned Subsidiary, Strategic Alliances and Joint Ventures with Foreign Partners.

**UNIT IV**

**International Marketing** - Introduction, Problems in International Marketing, International Orientations, The Global Market Place, The Triad Market, Global Market Segmentation, **Product and Pricing Strategies in International Marketing**, Introduction, Pricing Strategy, Configuring the Marketing Mix, New product Development, Product Strategy, **International Distribution**, International Channel System, Channel(s) for the Distribution, Marketing Environment and Internal Distribution, **International Promotion and On-line Marketing**, Introduction, Marketing Environment and Promotion Strategies, Major Decisions in International Marketing Communication, Communication Mix, Problems in International Marketing Communication.

**UNIT V**

**Global Human Resources Management**, Introduction, Strategic Role of International HRM, Staffing Policy, Training and Management Development, Performance Appraisal, Compensation, International Labour Relations, **Outsourcing Challenges**, Introduction, IT-Enabled Services, Business Process Outsourcing (BPO), **Export-Import Policy Guidelines**, Introduction, Trade Regulations Governing Imports, Trade Regulations Governing Exports, Government Assistance in Exporting, Exim Bank, Export Credit Risk Insurance, Foreign Exchange Dealer's Association of India (FEDAI).

## REFRENCCE BOOKS

1. Daniels, J.D.and H. LEE Radesbaugh, International Business-Environment and Operations (New Delhi; Pearson Education).
2. Hill, Charles W.L., International Business-competency in the Global Marketplace (New Delhi: Tata McGraw Hill).
3. Sundaram, Anant K and Steward J. Black, The International Business Environment: Text and Cases (New Delhi: Prentice Hall of India
4. Sharan, V., Internationa Business: Concept, Environment and Strategy (new Delhi; Pearson Education).
5. Beth V. Yarbrough and Robert H. Yarbrough, The World Economy – Trade and Finance Thomson Learning Singapore.



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**SEMESTER- Third Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 3MBA1, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE: BUSINESS LEGISLATION**

**(COMPULSORY COURSE)**

**UNIT I**

**Indian Contract Act 1872** - Meaning and Essentials of a Valid Contract, Illegal and Void Agreements, Proposal (or Offer) and Acceptance [Ss.3-9], Essentials of a Valid Offer, Acceptance of an Offer, Completion of Communication of Offer and Acceptance [S.4], Capacity to Contract [Ss.10-12], Consent and Free Consent, Consideration [Ss. 2(d), 23-25,185], Unlawful Consideration and Object [Ss.23-24], Agreements Declared Void [Ss.26-30], Contingent Contracts [Ss.31-36], Quasi Contracts [Ss.68-72], Performance of Contracts [Ss.37-67], Different Modes of Discharge of Contracts [Ss.73-75], Remedies for Breach of Contracts, Contracts of Guarantee and Indemnity — Purpose and Meaning, Kinds of Guarantees, Contract of Indemnity, Practical Problems, Contracts of Bailment and Pledge — Definition of Bailment and its Kinds, Kinds of Bailments, Duties and Rights of Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Definition of Pledge or Pawn, Pledge by Non-owners, Rights and Duties of a Pledgor and a Pledgee, Practical Problems, Contract of Agency — Definition of Agent and Agency, Different Kinds of Agencies, Classification of Agents, Duties and Rights of Agent, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney, Gaining Practical Experience.

**UNIT II**

**Indian Sales of Goods Act, 1930** - Definition and Essentials of a Contract of Sale — Definition, Sale and Agreement to Sell, Distinction between Sale and some other Transactions, Goods and their Classification — Meaning of Goods, Documents of Title to Goods, Classification of Goods, Meaning of Price — Meaning, Mode of Payment of the Price, Conditions and Warranties [Ss.11-17] — Doctrine of Caveat Emptor, Stipulation as to Time, Passing of Property in Goods — Meaning of 'Property in Goods', Rules Regarding Passing of Property in Goods from the Seller to the Buyer, Risk Prima Facie Passes with Property, Transfer of Title by Non-owners [Ss. 27-30], Performance of a Contract of Sale of Goods — Duties of the Seller and the Buyer, Delivery, Passing of Property in Goods in the Case of Foreign Trade, Unpaid Seller and his Rights — Who is an Unpaid Seller?, Rights of an Unpaid Seller?, Lien on Goods [Ss. 47-49], Right of Stoppage in Transit, Right of Resale [s.54], Remedies for Breach of a Contract — Suit for Price [s.55], Suit for Damages for Non-acceptance [s.56], Suit for Interest [s.61], Buyer's Remedies against Seller, Sale by Auction [s.64], Gaining Practical Experience.

**UNIT III**

**Indian Partnership Act, 1932** - Meaning and Nature of Partnership — Introduction and Introductory Case, Meaning, Other Legal Characteristics of Partnership Form of Organisation, Formation of Partnerships, 'Partners', 'Firm' and 'Firm Name' (s.4), Test of Partnerships, Partnership Distinguished from some other Organisations, Partnership and Club, Partnership and

Company, Partnership and Joint Hindu Family (JHF) Business, Illegal Partnership, Duration of Partnership, Partnership for a Fixed Period, Partnership at Will, Particular Partnership, Limited Partnership, Registration of Firms (Ss.58-59) — Application for Registration, Miscellaneous Provisions as Regards Registration, Registration of Firms is Optional, Effects of Non-registration, Partnership Deed or Agreement or Articles of Partnership — A Partnership can be Formed Either by Oral or Written Agreement, Partnership Agreements and Contract Law, Relations of Partners to One Another — Rights of Partners, Duties of Partners, Firm's Property, Firm's Goodwill, Personal Profits Earned by Partners, Relations of Partners to Third Parties — Implied Authority of a Partner, Matters in which there is no Implied Authority, Liabilities of a Partner, Liability of a Firm for Wrongful Acts of a Partner (Ss.26-27), Implied Authority and Third Parties, Types of Partners, Minor as a Partner, Changes in a Firm — Rights and Liabilities of Incoming Partners, Rights and Liabilities of a Retired Partner, Expulsion of a Partner, Insolvency of a Partner, Death of a Partner, Transfer of Partner's Interest, Rights and Duties of Partners in some Specific Situation, Revocation of Continuing Guarantee as a Result of Change in the Firm, Dissolution — Dissolution of Firm and Dissolution of Partnership, Another Classification of Methods of Dissolution, Dissolution of Firm, Dissolution by Court (s.44), Consequences of Dissolution, Settlement of Accounts (s.48), Rights and Liabilities of Partners on Dissolution, Mode of Giving Public Notice (s.72).

#### UNIT IV

**Indian Companies Act, 1956** - Scope and Feature of a Company — Features of a Company, Lifting of the Corporate Veil, Illegal Association, Types of Companies, Private and Public Companies, Special Privileges and Exemptions Available to a Private Company, Holding and Subsidiary Companies, One-man Company, Non-trading Company or Association not for Profit, Government Company, Foreign Company, Producer Companies [Sections 581A - 581ZT], Public Financial Institutions (s. 4A), Formation of a Company — Promotion, Registration (Ss.12, 33), Availability of Name, Certificate of Incorporation/Consequences of Incorporation, Floatation, Certificate to Commence Business, Memorandum of Association — Meaning and Purpose, Form and Contents, Doctrine of Ultra Vires, Alteration of Memorandum, Articles of Association — Meaning and Purpose, Registration of Articles, Course Matter of Articles, Inspection and Copies of the Articles, Alteration of Articles, Limitations on Power to Alter Articles, Prospectus — Steps which are Necessary before the Issue of Prospectus, Underwriting, Brokerage Contracts, Contents of a Prospectus, SEBI Guidelines Relating to Disclosure on Prospectus, Statement in Lieu of Prospectus (s.70), Liability for Untrue Statements in the Prospectus (Ss.62-63), Civil Liability (s.62), Criminal Liability for Misstatement in Prospectus (s.63), Golden Rule for Framing of Prospectus, Allotment of Shares in Fictitious Names Prohibited (s.68A), Announcement Regarding Proposed Issue of Capital, Public Deposits, Role of Independent Directors in the Wake of Satyam Scandal.

#### UNIT V

**Consumer Protection Act, 1986** - Object and Scope of the Act— Genesis of the Act, Object, Applicability, Definitions of Certain Terms and Concepts [s.2], Rights of Consumers, Nature and Scope of Remedies Available to Consumers— Who can File a Complaint? [s.12], What Complaints may be Lodged? [s.2(1) (c)], Where to File a Complaint?, How to File a Complaint?, Procedure on Admission of Complaint [s.13], Power of the District Forum [s.13(4)], Reliefs Available to Consumers [s.14], Time-frame for Decisions of Consumer Courts, Appeal to State Commission, Appeal to National Commission, Power and Procedure Applicable to the National Commission [s.22], Check List of Requirements for Petition to be filed before the National Consumer Disputes Redressal Commission.

#### REFERENCE BOOKS

1. Kuchal M C -Mercantile Law
2. Kapoor N D -Mercantile Law
3. Singh Avatar -Company Law



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**SEMESTER- Fourth Semester**

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**Course Code: 4MBA1, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE: MANAGEMENT INFORMATION SYSTEM & DECISION SUPPORT SYSTEM**

**(Compulsory Course)**

**UNIT I**

**Foundation of Information Systems**, Introduction, Systems Concepts, Components of Information, A Framework for Business Users, Components of an Information System, Information System Resources, Types of Information Systems, Quality of Information, Dimensions of Information, Sub-system of Information, Role of Information Systems, **Systems Concepts**, Introduction, Systems Concepts in Business, Some basic Concepts and Strategies in the Study of Systems, Classification of Information Systems, Using the Systems Approach in Problem Solving.

**UNIT II**

**Information Systems, Organisations and Business Process**, Introduction, Salient Features of Organisations, How Organisations affect Information Systems?, **Information Management and Decision-making**, Introduction, Three Schools of Management, Decision-making Process, Individual Models of Decision-making, Simon's Model of Decision-making, **Integration of Information**, Introduction, Integration in Business, Role of Enterprise Resource Planning (ERP), Workgroup Integration, Integrating with Legacy Systems, Internet: Integration of Different Systems, Applications and Concepts.

**UNIT III**

**Tactical and Strategic Level Information Systems**, Introduction, Nature of Tactical and Strategic Information Systems, Strategic Accounting and Financial Information Systems, Marketing Information Systems, Production Information Systems, Human Resource Information Systems, **Transaction Processing Systems (TPS)**, Introduction, Transaction Processing Systems, **Information Systems and Strategy**, Introduction, Information Systems and Business Strategy, Firm Level Strategy and Information Technology, Industry Level Strategy and Information Systems: Using Systems for Competitive Advantage: Management Issues.

**UNIT IV**

**Decision Support Systems (DSS)**, Introduction, Framework of Decisions Support Systems, Types of DSS, Components of DSS, Overview of a DSS, Web-based DSS, **Artificial Intelligence**, Introduction, Artificial Intelligence, Capturing Knowledge: Expert Systems, Organizational Intelligence: Case-based Reasoning, Other Intelligent Techniques, **Management of Information Systems and Information Technology**, Introduction, Nature and Scope of MIS, Components of MIS, Robert Antony's Hierarchy of Management Activity, System Analysis & Design, Implementation and Evaluation of MIS, Information Technology Trends, Four R's of Business Transformation.

## UNIT V

**Managing Infrastructure and Enterprise Systems**, Introduction, Managing IT Infrastructure and Architecture: Enterprise Computing, Managing the New IT Infrastructure, Enterprise Systems, Industrial Networks and Extended Enterprise Systems, **Enterprise Resource Planning (ERP)**, Introduction, Enterprise Resource Planning.

## REFERENCE BOOKS

1. Laudon, Kenneth C, & Jane P.Laudon, Management Information System : Organisation and Technology , PHI Publication
2. Narayan B. Management Information System , APH , New Delhi 1998
3. Senn, James A., Analysis and Design of Information Systems , McGraw Hill Publication
4. Applegate Lynda M., et. al., Corporate Information Systems Management: Text and Cases, McGraw Hill, New York, 1999.
5. Malcolm Pettu, Introducing Information System Management, Baldwell Publications, London, 1990.
6. Mensching James R., & Dennis A.Adams, Managing an Information System, Prentice Hall, New Jersey, 1990.
7. Gordon, B.Davis and MargretheH.Olson; Management Information Systems: Conceptual Foundations, Structure and Development, McGraw-Hill, New York, 1985.
8. Narayan, B., Management Information System, APH, New Delhi, 1998.



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**MARKETING GROUP**

**SEMESTER- Third Semester**

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**Course Code: 3MBA2/3MBA5, CREDIT:2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : CONSUMER BEHAVIOUR**

**UNIT I**

**Introduction to Consumer Behaviour**, Definition, Consumer and Customer, Buyers and Users, Consumer Behaviour and Marketing Strategy, **Consumer Involvement and Decision-Making**: The Communication Situation, Types of Consumer Decisions, **Information Search Process**, Nature of Information Search, The Types of Information Consumers Seek.

**UNIT II**

**Evaluative Criteria and Decision Rules**, Choice based on Attitude versus Attributes, Affective Choice (Feeling-based Choice), Nature of Evaluative Criteria, Accuracy of Consumer Judgement of Evaluative Criteria, Conjunctive Decision Rule. **Consumer Motivation**, Needs, Goals, Classifying Motives, Needs and Goals are Dynamic, Frustration and Defence Mechanisms, Motive Arousal, Systems of Needs, Motivation Research. **Information Processing and Consumer Perception**, Sensation (Exposure to Stimuli), Attention, Perceptual Organisation (Interpretation), Interpretation of Stimuli, Images are Important to Consumers.

**UNIT III**

**Consumer Attitudes and Attitude Change**, Reinforcement, Cognitive Learning Theory, Memory, Involvement Theory, Dimensions of Involvement, Consumer Attitudes, Functions of Attitude, Attitude Models, Factors Inhibiting the Relationship between Beliefs, Feelings and Behaviour, Attitude Change Strategies, Multi-attribute Models and Attitude Change, Katz Functional Theory and Attitude Change, Elaboration Likelihood Model and Attitude Change, Post-purchase Attitude Change. **Influence of Personality and Self Concept on Buying Behaviour**, Actual Self, Ideal Self, Consumption and Extended Self, Psychoanalytic Theory, Social/Cultural (Neo-Freudian) Theory, Trait Theory, Emotion. **Psychographics and Life Style**, Psychographics Segmentation, Lifestyle .

**UNIT IV**

**Reference Group Influence**, When do Groups Exert Influence?, Types of Reference Groups, Nature of Reference Groups, Reference Group Influences on Consumers, Relative Importance of Informational, Comparative and Normative Influence, Applications of Reference Group Influences. **Diffusion of Innovation**, Introduction, Types of Innovations, Breadth of Innovation, The Diffusion Process, Time Factor and Diffusion Process, Role of Communication in the Diffusion Process, Cultural Context and Diffusion of Innovation. **Opinion Leadership**, Word-of-mouth Communications, Opinion Leadership.

**UNIT V**

**Family Decision Making**, Family Life Cycle Stages, Nature of Household or Family Purchases, Nature of Family Decision Making, Husband-wife Influences, Parent-child Influences. **Industrial Buying Behaviour**, Market Structure and Pattern of Demand, Organisational Buyer Characteristics, Decision Approach and Purchase Patterns, Factors Influencing Organisational Buyer Behaviour, Organisational Buyer Decision Process, Problem Recognition, **Models of Consumer Behaviour**, Nicosia Model (Conflict Model), Howard-Sheth Model (Machine Model), Engel, Blackwell, Miniard Model (Formerly EKB Model/Open System).

**REFERENCE BOOKS**

1. Schiffman&Kanuk, “Consumer Behavior”, Pearson Education
2. Laudon&Bitta: Consumer Behaviour Tata McGraw Hill
3. M.R. Solomon, “Consumer Behavior”, Pearson Education
4. Consumer Behavior in Indian Perspective – Suja R. Nair Himalaya Publishing House



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**COURSE : ADVERTISING & SALES PROMOTION**

**UNIT I**

Advertising, Concepts of Advertising, Types of advertisement, Forms and importance of advertising, Role of advertising in marketing process, Elements of IMC, Integrated Marketing Communication Planning Model, Legal, ethical and social aspect of advertising, Economic, Social and Ethical Implications of advertising, The advertisers defend their position against above criticism as follow, Legal aspects of advertisement, Advertisement regulation by the Government, ASCI, Standards of Conduct.

**UNIT II**

The communication process, The communication process, Wilbur Schramm's model, The Two-Step Flow of Communication Theory, Cognitive Dissonance, Clues for advertising strategist, DAGMAR Approach for Setting Advertising Objectives, Defining Advertising Goals, Advertising Objectives, Determination of Target Audience, Building Advertising Programme, Message, Developing a Message strategy, Types of Message Strategies, Emotions in Advertising, Emotion as a Tool, Method for Arousing Emotion, Assignment.

**UNIT III**

Headlines, Components of print advertising, Type of Headlines, Tips for Forming Headlines, Copy, Logo, Illustration, Appeal, Layout. Campaign Planning, Structure of Campaign Planning, Media Planning, Problems of Media Planning, Media Planning in India (Indigenous Scenario), Developing Media Plan, Top 10 Media Shops, Budgeting, Promotional Budget an Approach to Budgeting, Top Down Approach, Bottom up Approach.

**UNIT IV**

Evaluation, Broadcast Media, Television, Network Advertising and Spot/local Advertising, News Paper, Sample Format, Magazines, Radio, Industry Size, Opinions and Attitudes, Measurement of advertising effectiveness, Advertising Research, Advertising Message Research, Copy Test Based on Psychological Response, Copy Test Based on Behavioral Response, Advertising Media Research, Media Selection Research: (Media Audience), Advertising Organisations, Participants, Selection Compensation and Appraisal of an Ad Agency, Compensation, Appraisal of an Ad Agency, Electronic Media Buying, E-advertising ( Internet and IMC ), Electronic Media Advertising, Buying Electronic Media, Type of Online Ads, Internet and IMC, Advertising and Consumer Behaviour.

**UNIT V**

**Sales Promotion: Concept, Significance, Sales Promotion, Strategies, types of sales promotion, Personal Selling. Historical perspectives, Role & Significance, Qualities of sales force, Personal selling process.**

## **REFRENCE BOOKS**

1. Benlch,: advertising & sales promotion, TMH
2. David Ogilvy: Ogilvy on Advertising, Pan Books.
3. Manendra Mohan: Advertising Management - Concept & Cases, Tata McGraw Hill.
4. Percy, Strategic Advertising Mgmt., OUP
5. Robin B Evans, Production & Creativity in Advertising, Wheeler.
6. S H HKazmi& S K Batra: Advertising & Sales Promotion, Excel Book.
7. Oguinn, Advertising & Brand promotion, Vikas



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**Assig. Max.M: 30 Min. M: 12**

**COURSE : SERVICE MARKETING**

**UNIT I**

**Introduction to Service Marketing**, Introduction, Definition, Service Economy, Globalisation Process, Nature and Scope of Services, Unique Characteristics of Services, Challenges and Issues in Service Marketing.

**UNIT II**

**Service Marketing Opportunities**, Introduction, Assessing Service Market Potential, Classification of Services, Expanded Marketing Mix, Service Marketing, Environment and Trends, Service Market Segmentation, Targeting and Positioning.

**UNIT III**

**Service Design and Development**, Introduction, Service Life Cycle, New Service Development, Service Blueprinting, GAP's Model of Service Quality, Measuring Service Quality, SERVQUAL, Service Quality Function Development.

**UNIT IV**

**Service Delivery and Promotion**, Introduction, Positioning of Services, Designing Service Delivery System: Service Channels, Pricing of Services, Service Marketing Triangle, Integrated Service Marketing Communication.

**UNIT V**

**Service Strategies**, Introduction, Marketing Strategies for Healthcare, Marketing Strategies for Hospitality Sector, Marketing Strategies for Tourism, Marketing Strategies for Financial Services, Marketing Strategies for Logistics Services, Marketing Strategies for Educational Services, Marketing Strategies for Entertainment and Public Utility Information Technique Services, Case Studies.

**REFERENCE BOOKS**

1. C. Lovelock, J. Chatterjee , “Service Marketing” ,Pearson Education
2. Zeithmal, Valarie; A Services Marketing, Tata McGraw Hill
3. K. Rama MohanaRao, “Service Marketing”, Pearson Education
4. Payne A; The Essence of Service Marketing Prentice Hall
5. GovindApte; Services Marketing, Oxford Press
- 6.** Glynn &Barner, Understanding Setrvice marketing, PHI



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**COURSE :CRM & SALES MANAGEMENT**

**UNIT I**

**Introduction to Customer Relationship Management**, Introduction, Meaning of CRM, Goals of CRM, Significance of CRM, Benefits of CRM to Organisation, Cost of CRM to Organisation, Benefits of CRM to Customers, Cost of CRM to Customers, Decisions of CRM, Types of CRM Programs, CRM Marketing Initiatives. **CRM: An Enterprise-wide View**, Introduction, Crafting a Enterprise-wide Strategy, Developing an Enterprise-wide CRM Vision, Benefits of Enterprise-wide CRM . **CRM: Strategy, Planning, Process and Structure**, Introduction, CRM Strategy, CRM Planning, CRM Process, CRM Structure.

**UNIT II**

**Customer Acquisition and Retention**, Introduction, Customer Acquisition, Customer Acquisition Strategy, Customer Acquisition Cost, Customer Acquisition Management, Customer Retention, CRM and Customer Retention, Costs and Difficulties of Customer Retention Programs, **CRM Implementation**, Introduction, CRM vs. CMM, Keys to Successful CRM Implementation. **CRM Measurement**, Introduction, Objectives, CRM Measurement Frameworks, Leading Indicator Measurements, Implementing CRM Measurement, Attributes of a CRM Measurement Framework, Building a Composite Measurement Framework, Customer Lifetime Value, Customer Equity.

**UNIT III**

**Sales Force Automation**, Introduction, Concept of Sales Force Automation, Sales Force Automation Solution, Experience CRM Success, Sales Force Automation Solution – An Overview. **CRM in B2B and B2C Markets**, Introduction, B2C CRM, Difference between CRM in B2B and CRM in B2C Markets, Implementation of CRM in B2B, CRM Techniques for B2B Marketers, Customer Events and Experiential Marketing, Importance of Implementing CRM in B2B Market. **Current Trends, Issues and Challenges in CRM**, Introduction, Current trends, Issues in CRM, Challenges in CRM, Reasons for CRM failure, Practical steps for achieving CRM success.

**UNIT IV**

**The Changing World of Sales Management**, Introduction, Traditional Selling, New Methods of Selling, Sales Manager's Duties and Responsibilities, **Overview of Personal Selling**, Introduction, Definition and Nature of Personal Selling, Changing Face of Personal Selling, Steps in Personal Selling, **Sales Organisation Structure and Sales Force Deployment**, Introduction, Sales Organisation Functions, Developing Sales Organisation, Field Sales Organisation, Coordination, **Sales Force Training**, Introduction, Building Sales Training Programmes, Identifying Initial

Training Needs, On Job Training (Field Training), Consumer Sales Training, Industrial Sales Training, Training in Personality Development, Presentational Techniques.

## UNIT V

**Evaluating Salespersons and Organisations**, Introduction, Essentials of Sales Force Monitoring Programme, Principles of Sales Evaluation, Evaluating Performance Standards, Recording Performance, Field Sales Reports, Sales Organisation Effectiveness. **Sales Issues and Sales Management Information System**, Introduction, Significance of Sales Budget, Sales Budget, Sales Control, Sales Audit, Credit Control, Budgetary Control, Market Share Analysis, Ethical Issues in Sales, Sales Management Information System, Planning and Control, Reports, Monthly Performance Review.

## REFERENCE BOOKS

1. Russel Beach and Brinkirf - Selling
2. Still, Cundiff and Govani - Sales Management
3. K Patel - Sales Management
4. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
5. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management,
6. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
7. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi

Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata McGraw Hill



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**MARKETING GROUP**

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**COURSE : INTERNATIONAL MARKETING**

**UNIT I**

**Introduction to International Marketing**, Meaning of International marketing, Nature of international marketing, Differences between Domestic and International Marketing, Importance of International Marketing, **International Marketing environment**, Economic, Political, Legal, Socio-cultural & Technological Environment, **International Marketing Segmentation and Positioning**, Bases of Market segmentation, Positioning, **International Market entry strategies**, Country Identification, Screening, Selection, Mode Of Entry, Trade-Off Between Different Modes Of Entry.

**UNIT II**

**International Product designing**, International Products and International Brands, Product adaptation vs Product Standardisation, Product Line Decisions, International Product Life Cycle, New Product Development, **Pricing for International Products**, Factors Affecting International Price Determination, Methods of Pricing, International Price Quotations, Dumping, Price Distortion, Counter-trade, **International distribution channel and logistic management**, International Distribution Channels, International Distribution Logistics, Modes of Transportation, Packaging, Containerisation, **International Promotion mix**, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, Advertising, Role, Advertising Media, Unified vs Diversified Advertising Strategy.

**UNIT III**

**India's foreign trade**, Trends in Foreign trade, India's Merchandise Export & Imports, Foreign Trade Policy, Exim Policy of India, Objectives of the Exim Policy, Governing Body of Exim Policy, **Export Procedure and Documentation**, Export and Import Procedure, Naming the Business, Selecting the Company, Making Effective Business Correspondence, Processing an Export Order, Entering into Export Contract, Documents for Declaration of Goods under Foreign Exchange Management, The Statutory Control, Declaration Forms, Documents for Transportation of Goods, Documents for Customs Clearance of Goods, Other Documents, Export Assistance Documents.

**UNIT IV**

**Regionalism vs multilateralism**, Dynamism In The Interface Of Multilateral Trading System And Regional Trade Agreements, Evolving Multilateral Trading System, Recent Rise of Regionalism, Inter-relationship between Multilateralism and Regionalism, Deepening "Tripolarization" of the World Economy, Basic Principles of the Multilateral Trading System, Trade Blocs, Important Grouping In The World, SAARC, North American Free Trade Agreement (NAFTA), Asia-Pacific Economic Cooperation, Organisation for Economic Co-operation and Development, European

Union, Association of Southeast Asian Nations, Legal Dimensions In International Marketing Role of WTO, Agreement on Rules of Origin, Understanding on Rules and Procedures Governing the Settlement of Disputes, The WTO Provisions Related to RTAs.

## **UNIT V**

**International Marketing Research**, Need for Overseas Market Research, Sources of Market Research, Screen Potential Markets, Assess Targeted Markets, Draw Conclusions, Market Research Process, The Scope of International Marketing Research, The International Marketing Research Process, Defining the Research Problem and Research Objectives, Developing the Research Plan, Deciding on Information Sources, Secondary Data, Primary Data, Role of International Trade Agencies, Planning and Conduct of Market Survey, Setting Objectives, Adopting Methodology, Survey Conducting, Survey Techniques, Survey Reporting, Marketing Information System, Internal Records System, Marketing Intelligence System.

## **REFERENCE BOOKS**

1. Onkvisit, S. & Shaw, J., International Marketing: Analysis & Strategy, Prentice Hall India.
2. Czinkota,M., Ronkainen, I., Sutton Brady, C. and Beal, T. International Marketing, Thomon Learning.
3. Cherunilam, F., International Trade & Export Management, Himalaya,
4. Cateora& Graham, International Marketing, McGraw Hill,
5. Keegan, Global Marketing Management, Pearson Education Asia,
6. Daniels, J. International Business, Pearson Education.
7. Cherunilam, International Marketing, Himalaya Publishing,



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**COURSE :( 4MBA4) RETAIL & RURAL MARKETING**

**UNIT I**

**Retailing:** Role, Relevance and Trends, Introduction, Concept of Retailing, Significance of Retailing, Characteristics of Retailing, Functions of Retailing, Trends in Retail Formats, **Retail Market Segmentation and Strategic Management**, Introduction, Retail Market Segmentation, Franchising, Relationship Marketing in the Organized vs. Unorganized Retail, Services Retail, Importance of Service in Retail, Building a Retail Brand, International Expansion - A Growth Strategy, Approaches to pricing the Retail Product, Retail Promotion Strategy, Advertising, Social Marketing in Retail.

**UNIT II**

**Retail Operations**, Introduction, Level of Location Decision and its Determining Factors, Product Management, Merchandise Management, Retail Distribution and Supply Chain Management, Budget, Types of Suppliers, Criteria for the Selection of Suppliers, **Accounting Methods and Process Accounting**, Introduction, Accounting Methods, Process Accounting, Accounting for Spoilage in Historical Process Costing, **Capital Planning and Risk Management**, Introduction, Capital Expense Planning, Challenges Presented By Current Practices for Capital Expenditure Budgeting, Risk.

**UNIT III**

**Mall Management: Concept and Design**, Introduction, Types of Various Retail Formats, Retail Store Classification, Concepts in Mall Design, Pre-development Process: Site Selection, Key Ingredients to Make a Commercial / Mall Development Work, Factors Influencing Mall Establishments,, Aspects in Security, Aspects in Human Resource, Aspects in Finance/Accounts, Aspects in Quality, Statistical Methods Used in Measuring Mall Performance.

**UNIT IV**

**Rural Marketing** – An Introduction, Nature and Characteristics of Rural Market, Challenges and Opportunities, Rural Products, Product Promotion in Rural Markets, Strategic Challenge – Understanding Customers Needs, Unique Selling Proposition, Market Scenario in India, **Rural Marketing Environment**, Introduction, Rural Population, Rural Marketing Model, Features of Indian Rural Markets, Profile of the rural consumer, Understanding Rural Markets, Factors contributing to the growth of rural marketing, **Rural Marketing Model**, Introduction, Significance of Rural Markets, Opportunities, Problems related to rural marketing, Emerging Trends in Markets.

**UNIT V**

**Rural Marketing Research**, Introduction, Marketing Research Objectives, Market Survey, Sampling Techniques, Data Processing and Analysis, Advertising Research and DAGMAR, **Distribution Strategies for Rural Market**, Introduction, Distribution Patterns for Consumer and Industrial Goods, Customer Convenience Buying, **Promotion Strategies for Rural Market**, Introduction, Advertising, Advertising Mix Factors, Media Planning, Objectives of Advertising, Public Relations, **Role of Microfinance in Rural India**, Introduction, Legal and Regulatory Framework for the Microfinance Institutions in India, Success Factors of Microfinance in Rural India, Marketing of Microfinance Products.

## REFERENCE BOOKS

1. Krishnamacharyulu&Ramakrishnan “Rural Marketing – Text & Cases” Pearson Education
2. Lamba A, ‘Retail marketing’, TMH
3. Barry Berman and Joel R Evans, ‘Retail Management A strategic approach’, Pearson Education
4. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
5. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4th Ed.)
6. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)
7. Newman and Cullen - Retailing (Cengage Learning, 1st Ed.)
8. Vedmani G. Gibson - Retail Management - Functional Principles & Practice (Jaico Publications, 1st Ed.)C.S.G.
9. Krishnamacharyulu, “Cases in Rural Marketing”, Pearson Education.
10. Sukhpal Singh, “Rural Marketing Management” Vikas Publishing House
11. T.P. Gopalaswamy, Rural Marketing, Vikas Publishing House
12. A.K. Singh, S. Pandey, Rural Marketing, New Age International Publishers.



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**HR GROUP**

**SEMESTER- Third Semester**

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**COURSE : MANAGEMENT TRAINING AND DEVELOPMENT**

**UNIT I**

**Training**, Meaning and Definition of Training, Approaches to Training, Objectives of Training, Benefits of Training, Problems in Training Programme, methods of training. **New Dimensions in Training in the Era of Globalization**, Expatriate Training Due to Globalisation, Types of Cross-Cultural Training, Cultural Assimilators.

**UNIT II**

**Challenges and Opportunities for Training the top, Middle and junior level executives**, Framework for Conducting a Training Need Analysis (TNA), Induction and Orientation, Training for Top and Middle Management, Training for Junior Levels, Supervisory Training Programme.

**UNIT III**

**Identifying Training Needs**, Training Needs Concept, How to manage training & Development needs Assessment, Individual Learning Needs Analysis Information. **Issues in Training**, Location of Training, Duration of Training. **Training Process**, Training Plan, Designing, Elements of Training, Stages, Role of Training in Business, Limitation of Training. **Implementation of Training**, Training Policy, Translating Beliefs into Policies, Factors Influencing the Training Policy, Contents of Training Policy, Advantages of Training Policy.

**UNIT IV**

**Training for Creativity & Leadership skills**, Creative Talent, Benefit from training, How to train for creativity, Teaching creativity: The Erewon Model, Leadership Training, How to train for leadership, Situational Leadership, Mentoring Model. **Designing a Training Programme**, Training Program Design Basics, Considerations, Feverous Constraints, Twelve Steps for Designing Effective Training Programs.

**Learning**, Nature of Learning, Principles of Learning, Components/Elements of Learning, Conditions for Learning, The Learning Cycle, The Learning Curve, Adult Learning, Implications for Training, Human Learning And Memory, Programmed learning, Electronic Learning (e-Learning), The organizational learning, Impact of Different Learning Styles on Training.

**UNIT V**

**Management Development**, Concepts, Significance Of Management Development, Nature Of Management Development, Preconditions for Management Growth and Development, Evolving a Development Policy, Training vs development. **Issues in Development**, Location and Duration, Technique/Method of Management Development, Creating Trust, Empowerment.

## **REFERENCES BOOKS**

1. B.Taylor&G.Lippitt : MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
2. William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey,1982.



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**HR GROUP**

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**COURSE: HUMAN RESOURCE PLANNING & DEVELOPMENT**

**UNIT I**

**Human Resource Development (HRD)**, Objectives of HRD, Role and Significance of HRD , Structure of HRD System, Role of HRD Manager, Role of Consultants in HRD, Line Managers and HRD , HRD Culture, HRD Matrix, Knowledge Management and HRD, Other new HRD Tools, Globalisation and its Impact on HRD, HR Manager as change agents, Objectives, **Human Resource Planning (HRP)**, Concepts and Definition, Definition, Activities Required for HRP/Manpower Planning, Responsibilities of the HR Department, Steps for HRP/Manpower Planning, Objectives of HRP, Macro-level HRP Models, Rate of Return Approach (RRA), Labour Economics, Labour Markets.

**UNIT II**

**Human Resource Planning Process**, HRP Process Outline, Timescale of HRP Forecasts, Nominal Group Method, Analysis of Manpower Supply, Different methods of Wastage Analysis, Manpower Planning Models, Human Resource Planning Model, Manpower Planning Model, Forecasting the Internal Supply of Personnel, Manpower Demographics and Trends, Employee Retention, Redeployment and management of exit strategies for, better human resource planning.

**UNIT III**

**Career Planning, Career Development and Succession Planning**, Meaning and Definition of Career, Important Elements of Career, Meaning and Overview of Career Development, Need of Career Development, Types of Career Development Programmes, Inter-relation with other HRD Functions, Different Stages or Cycles of Career Development Process, Issues in Career Development Process, Career Anchors, Managerial Competence, Technical/Functional Competence, Security and Stability, Creativity and Challenge, Freedom and Autonomy, Other Anchors, Career Development and Employee Empowerment, Issues Involved, Indian Scenario, Developing Career Paths, Review & Counsel, Succession Planning.

**UNIT IV**

**Performance Appraisal**, Performance Management Systems, Different Dimensions of Performance, Role of Appraisals in Performance Management, Modern Methods of Performance Appraisal, -degree Feedback Examples, Potential Appraisal, Performance Counselling Process, Counselling Interview . **Human Resource Information Systems (HRIS)**, Definition and Concepts, HRIS - Stages of Development, Scope of Computerised HRIS, HRIS Modules, HRIS Products, HRIS for HRP, Other Technology Enablers.

**UNIT V**

**Human Resource Valuation, Accounting and Audit**, Various Methods of Valuating Human Resources, HR Audit, Human Resource Records, List of Personnel Records, Scope of HR Audit, Purposes of HR Audit, Process of Conducting HR Audits, Benefits of HR Audit . **Emerging Trends and**

**Issues in HRP**, Participative Management, Leader/Deputy Leader, Members, Total Quality Management, Empowerment, Quality of Work Life (QWL), Quality Control, The Quality Management Principles and HR, Definition of Quality Management Principle, The Philosophies of Some Quality Gurus.

## **REFERENCE BOOKS**

1. Gary Dessler, “Human Resource Management”, Pearson Education
2. Gerard V McMohan, “Recruitment and Selection”, Prentice Hall of India
3. C.R. Greer, ”Strategic Human Resource Management”, Pearson Education
4. IRecent Experiences in HRD, Rao, T.V., New Delhi. Oxford & IBH
5. Evaluation of HRD, Pareek, Udai, Jaipur, Rawat Publications
6. S.S.Khanka, “Human Resource Management”. S. Chand & Company Ltd.



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**Assig. Max.M: 30 Min. M: 12**

**COURSE : LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

**UNIT I**

Industrial Relations, Introduction, Concepts and Systems, IR at National and International Levels, Infrastructure that Guide and Direct Industrial Relations, Trends in India.

**UNIT II**

Trade Unionism, Introduction, Theory, Policy, Influence on HRM, Objectives and Functions, Structure, Types, Indian Trade Union Movement, Strength of Trade Unions, Weakness of Trade Unions.

**UNIT III**

Labour Relations, Introduction, Industrial Relations and Industrial Disputes, Causes of Disputes, Handling and Settling Disputes, Employee Grievances, Grievance Handling, Causes for Poor Industrial Relations, Remedies.

**UNIT IV**

Collective Bargaining, Introduction, Concept, Function and Importance, Principles of Collective Bargaining, Forms of Collective Bargaining, Workers' participation in Management, Role and Methods of Workers' Participation.

**UNIT V**

Working Conditions, Introduction, Factories Act, 1948, Workman's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Union Act, 1926, Latest Legislations.

**REFRENCE BOOKS**

1. P.K. Padhi ,Labour and Industrial Law , Prentice Hall of India Ltd.
2. P.L. Malik ,Handbook of Industrial Law ,Eastern Book
3. N.D. Kapoor ,Handbook of Industrial law , Sultan Chand & Sons
4. Sinha, Sinha&Shekhar ,Industrial Relation, Trade Union and Labour Legislation ,Pearson Education,Ltd.
5. RatnaSen ,Industrial Relation in India , MacMillan India.
6. Dr. V. G. Goswami ,Labour and Industrial Law ,Central Law Agency.



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**COURSE :MANAGEMENT OF INDUSTRIAL RELATIONS**

**UNIT I**

Introduction to Industrial Relations, Introduction, Definition, Concept, Industrial Relations in Post-independence Era, Union-free Employees Relation, Basic Postulates of IR. Trade Unions, Introduction, Forms of Trade Unions, Functions of Trade Unions, Objectives of Trade Unions, Role of Trade Unions, Classification of Trade Unions, Theories of Trade Unionism, All India Trade Union Congress, Structure of Trade Unions, Management of Trade Unions, Problems of Trade Unionism in India, Rural Unionism. Section-II.

**UNIT II**

Worker's Participation in Management, Introduction, Elements of Participation, Forms of Participation, Prerequisites for Effective Participation, Effects of Participative Decision-making (PDM), Workers' Participation in India, Participation/Consultation at the Shop and Company Floor Levels in India, Evaluation, Effective Workers' Participation in Management, Indian Experiences, Practice of Worker's Participation.

**UNIT III**

Collective Bargaining, Introduction, Nature of Collective Bargaining, Bargaining Theories, Elements of Collective Bargaining, Collective Bargaining Process, Conditions for Success of Collective Bargaining, Features of Collective Bargaining, Types of Collective Bargaining, Importance of Collective Bargaining, Collective Bargaining and Adjudication, Course Matters of Collective Bargaining, Units and Levels of Collective Bargaining, Prerequisites of Collective Bargaining, Issues and Trends in Collective Bargaining in India, Productivity Bargaining, Productivity Agreements, Factors Inhibiting Collective Bargaining. Section-III.

**UNIT IV**

Industrial Disputes, Introduction, Process of Conflict, Nature of Conflicts, Industrial Conflict – Statistical Dimensions, Types of Disputes, Legal Provisions relating to Discharge or Dismissal (Under Industrial Disputes Act, 1947), Settlement of Industrial Disputes, Conciliation, Conciliation Officer, Adjustment, Lok Adalats and the Industrial Disputes Act, 1947.

**UNIT V**

Grievances, Introduction, Individual or Collective Grievances, Dissatisfaction, Complaint and Grievance, Why Grievances?, Features, Causes of Grievance, Forms of Grievance, Effect of Grievance, Key Features of a Good Grievance-handling Procedure, NTPC-Grievance Procedure (for Executives), NTPC-Grievance Procedure (for Non-executive), Grievance Management in Indian

Industry, Guidelines for Handling Grievances, Reducing Grievances and Improving the Process, Quality of Work Life (Q.W.L) and Work Behaviour.

## **REFRENCE BOOKS**

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases By P. SubbaRao. (Himalaya Publishing house)
3. Dynamic Personnel Administration by Prof. M.N. Rudrabasavraj.
4. Dynamic of Industrial Relations in India by C.B.Memoria. (Himalaya Publishing house)
5. Human Resource Management – S.S.Khanka (S. Chand & Company Ltd. New Delhi.)
6. Industrial Relations & Collective bargaining – Nirmal Singh &S.K.Bhatia( Deep& Deep Publication Pvt. Ltd. New Delhi.)
7. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)



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**COURSE : ORGANIZATIONAL CHANGE & INTERVENTION STRATEGIES**

**UNIT I**

**Organizational Change: An Overview**, The Importance of Change, The Imperative of Change, Forces of Change, Internal Forces for Change, Organizational Change: Some Determining Factors, Planned Internal Change, Planned External Change, Unplanned Internal Changes, Unplanned External Changes, Types of Change, Models of Change, The Continuous Change Process Model.

**UNIT II**

**Approaches to Problem Diagnosis**, The Process, Diagnostic Models, Diagnostic Skills, Methods of Obtaining Diagnostic Information, The Change Agent, External and Internal Practitioner, OD Competencies and Skills. **Techniques of Planned Change**, Effective Change Management, Dealing with the Future, Ten Key Factors in Effective Change Management, Systematic Approach, Keys to Mastering Change, Classic Skills for Leaders, Strategic Leverages to Change, People Lever and Culture Change, Designing Change.

**UNIT III**

**Organization Development – An Introduction**, Defining OD, Characteristics of OD, The Evolution of Organization Development, Assumptions of Organisation Development, Model of OD - Action Research, Action Research as a Process, Features of Action Research, When and How to Use Action Research in OD.

**UNIT IV**

**Designing OD Interventions**, Definition of OD Intervention, Selecting an OD Intervention, Classification of OD Interventions, OD Interpersonal Interventions, OD Team Development Interventions, Process Interventions, Types of Interventions, Structural Interventions, OD Intergroup Development Interventions, **Future Trends in Organization Development**, Macrosystem Trends, Interpersonal Trends, Individual Trends, The Future of OD, Ethics in OD.

**UNIT V**

**Managing Changes Through Leaders – The New People Management**: Change Through Merger - Lipton and Brooke Bond, Innovations in Systems at Infosys, The Power of Convergence: Challenge of Creative Simplicity – The Nokia Story, The World's Local Bank: The HSBC SAGA.

**REFRENCE BOOKS**

1. French and Bell, Organisational Development, Pearson Education
2. D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education
3. Carol P Harvey and M.June Allard, Understanding and managing diversity, PHI India
4. F.Luthans , OrganisationalBehaviour TMH, New Delhi
5. S.P.Robbins, "OrganisationalBehaviour", Pearson Education

6. Prasad, Organisation Development for Excellence, McMillan, India.
7. MadhukarShukla, Understanding Organization : Organization Theory and Practices in India, PHI



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**COURSE : INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**UNIT I**

**Overview of International HRM**, An Introduction to IHRM, Introduction, Differences between International and Domestic HRM, Developing International HR Strategies, Types of International Employees, Barriers to Effective Global HRM, Model of International HRM, Expanding the Role of HRM in International Firms, , The Organisational Context, Introduction, International Human Resource Management Approaches, Path to Global Status, International Division, Global Product/Area Division, New Types of Multinational Structures, Role of Human Resource, Strategies for International Organisations, Implications for Human Resource Management Policy, An Integrated Strategic Framework, Flexible Organisation: The EU Model, Context of Management and Organizations in Europe.

**UNIT II**

**IHRM: A Perspective**, International Recruitment and Selection, Introduction, Human Resource Cycle, International Labour Market — Sources, Approaches to International Staffing, Methods of Recruitment for International Companies, Selection Criteria and Techniques, Problems of International Staffing, Multinational Performance Management, Introduction, Performance Management and its Link with Other HR Processes, Multinational Performance Management, Factors Associated with Individual Performance and Appraisal, Appraisal of HCN Employees. Training and Development, Introduction, Expatriate Training: General Practices, Impact of Different Learning Styles on Training, Types of Cross-cultural Training, Approaches to Training and Development, Shortcomings of Training and Development. Multinational Compensation System, Introduction, Designing Compensation Programme, Objectives of International Compensation, Key Components of International Compensation Programme, Approaches to International Compensation, Differentiating between PCNs and TCNs, Termination of Contract, Incentives and Corporate Commitments.

**UNIT III**

**IHRM: Issues and Strategies**, Re-entry and Career Issues, Introduction, The Expatriate Re-entry Process, Factors Affecting Re-entry Process, Designing a Repatriation Programme, Cultural Factors in International Career Choice, Labour Relations, Introduction, Key Issues in International Labour Relations, Trade Unions and International Industrial Relations, The Response of Trade Unions to MNCs, Regional Integration: The European Union (EU).

**UNIT IV**

**IHRM: Moving beyond Models, Challenges and Implications,** HRM Trends and Future Challenges, Introduction, Ethical Relativism or Global Values, Self-regulation Initiatives: International Corporate Codes of Conduct, Government Regulation: New Global Developments on the Criminalization of Bribery, The Emerging Role of HR in Operationalizing Corporate Ethics Programmes, Challenges for the HR Function of the Multinational Firm, HR Issues in MNCs, Introduction, Ownership Issues, Theoretical Developments in International HRM (Micro and Macro), Political Risk Assessment, Legal Context of Human Resource Management, Bribery: A Recurring Problem in International Business, MNC as a Global Citizen and Good Corporate Citizen, HR Issue in MNCs: Social Responsibility.

## UNIT V

**IHRM: The Paradigm of Cross-cultural Management,** Cultural Dimensions of IHRM, Introduction, Cultural Variables in Organisational Context, Cultural Perspectives in Organisation, Cross-cultural Issues, Cross-culture Communication, Business Protocol, Cross-cultural Negotiations, National Culture and Organisation Culture, Cross-cultural Organisation, Transferability across Culture, Potential Cross-cultural Problems.

## REFERENCE BOOKS

1. P. SubbaRao, International Human Resource Management, Himalaya Publishing House.
2. Tony Edwards and Chris Rees ,International Human Resource Management ,Pearson Education Ltd.
3. K. Aswathapa ,International Human Resource Management, Tata McGraw Hill Publishing Co.
4. Peter J. Dowling Denice E Wetch, Randall S. Schuler, International Human Resource Management ,Thomson South-Western Publishers.
5. P.L. Rao , International Human Resource Management ,Excel Books,



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**COURSE : SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Unit I- Investment Decisions**, Nature and scope of Investment Decisions, Investment Objectives, Investment Process, Investment Attributes/ Factors influencing selection of investment, Investment Alternatives, Components of Investments Risk, Systematic Risk, Non-systematic Risk, Different Types of Systematic and Non-systematic Risk, Risk-Return Relationship.

**Unit II- Security Market**, Reasons for Transactions on Secondary Market, Listing of Securities, Legal Provisions as to Listing, Stock Exchanges in India, Functions of Stock Exchange, Regulatory Framework, National Stock Exchange of India Ltd., Features, OTC Exchange of India, Nature of Transactions in Stock Market, SEBI (Disclosure and Investor Protection) Guidelines, 2000.

**Unit III- Analysis for Equity Investment**, Fundamental Analysis, Return on Investment, Price/Earnings Ratio, Earnings Per Share, Book Value, Debt Equity Ratio, Dividend Payout Ratio, Dividend Yield, Economy – Industry – Company Analysis: a Framework, Economy Analysis, Investment Making Process, Economic Forecasting, Future Scenario, Importance of Industry Analysis, Classification of Industries, Key Indicators in Analysis, Analytical Frameworks.

**Unit IV- Portfolio Theory**, Return and Risk of Single Asset, Return of Single Asset, Risk of Single Asset, Return and Risk of Portfolio, Return of Portfolio (Two Assets), Risk of Portfolio (Two Assets), Risk and Return of Portfolio (Three Assets), Portfolio Diversification and Risk, PORTFOLIO CONSTRUCTION, Approaches in Portfolio Construction, Determination of Objectives, SELECTION OF PORTFOLIO, Objectives of the Investor, The Sharpe Index Model, Single Index Model, Corner Portfolio, Sharpe's Optimal Portfolio, CAPITAL Market Theory (Or Capital Asset Pricing Model), Classification of Risks, Assumptions of CAPM, Risk-Return Trade-off, Benefits and Limitations of CAPM, Arbitrage Pricing Model, MODERN PORTFOLIO THEORY, Introduction, Markowitz Mean-Variance Model, Assumptions, Efficient Frontier, Capital Market Line (CML), Types of Companies and Stocks, PORTFOLIO REVISION, Meaning of Portfolio Revision, Need for Portfolio Revision, Portfolio Revision Strategies.

**Unit V- Institutional and Managed Portfolios**, Performance Evaluation of Managed Portfolios, Methods Of Calculating Portfolio Returns, Dollar-Weight Rate of Return, Time-Weighted Return, Portfolio Performance And Risk Adjusted Methods, Risk Adjusted Returns, Sharpe's Ratio, Treynor Portfolio Performance Measure (aka: Reward to Volatility Ratio), Determinants of Portfolio Performance, Risk Taking, Market Timing, Benchmark Portfolios for Performance Evaluation, Investment Companies, Growth of Investment Companies in India, Characteristic Features of Indian Investment Companies, Operations of Investment Companies in India, MUTUAL FUNDS, Mutual Funds and SEBI, How to Set-up a Mutual Fund?, Parties to Mutual Fund, Kinds of Mutual Fund Schemes, Net Asset Value, How to Choose a Fund?, Benefits of Mutual Fund Investments, Exchange Traded Funds, Arbitrage Mechanism.

## **REFRENCE BOOKS**

1. M. Ranganatham, "Investment Analysis and Portfolio Management", Pearson Education.
2. D.E. Fisher,"Security Analysis and Portfolio Management", Pearson Education
3. Bhalla, V. K. "Investment Management: Security Analysis and Portfolio Management"
4. Kevin S. "Portfolio Management ", Prentice Hall of India.
5. P. Chandra, "Investment & Portfolio Management ", Tata McGraw Hill.
6. Elton, Edwin J and Gruber, Martin J. "Modern Portfolio Theory and Investment Analysis." John Wiley
7. Lee, Cheng F. etc. "Security Analysis and Portfolio Management." Scott, Foresman.



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**COURSE : TAX MANAGEMENT & PLANNING**

**Unit I-** Income Tax: Basic Framework, Introduction, Concept of Income, Historical Background of Income Tax, Overview of Income Tax Law in India, Basic Concepts of Income Tax, Agricultural Income, Income Tax Systems in India, Residential Status and Taxation, Introduction, Residential Status (Section 6), Residential Status of a Company, Incidence of Tax, Scope of Income, Deemed Receipt and Accrual of Income in India, Categories of Income which are Deemed to Accrue or Arise in India.

**Unit II-** Corporate Tax Planning, Introduction, Concept of Tax Planning, Overview of Corporate Tax Planning, Tax Evasion, Tax Avoidance, Tax Management.

**Unit III-** Set-off and Carry Forward of Losses, Introduction, Set-off and Carry Forward of Losses: Meaning and Scope, Section 71 B, Sections 72 & 80, Section 72A, Section 72AA, Section 72AB, Section 73 and Section 73A, Section 74, Section 74 A (3), Section 78 and Section 79, Order of Set-off of Losses.

**Unit IV-** Computation of Taxable Income of Companies, Introduction, Computation of Taxable Income of Companies, Minimum Alternative Tax (MAT), Tax on Distributed Profits of Domestic Company, Tax on Dividend and Income Received from Venture Capital Companies.

**Unit V-** Tax Planning for Different Organizations, Introduction, Decision Regarding Forms of Organizations, Tax Planning for Sole Proprietorship, Tax Planning for Partnership, Tax Planning for Company, Tax Consideration in Specific Managerial Decisions, Introduction, Managerial Decision, Tax Planning Regarding Employees Remuneration, Tax Planning Regarding Fringe Benefit Planning, Tax Planning Regarding Remuneration Planning.

**REFRENCE BOOKS**

1. B.B. Lal, "Direct Taxes", Pearson Education
2. V S Datey – Indirect Taxes – Taxman Publications
3. KulBhushan, "How to Deal With VAT", Pearson Education
4. VinodSinghania- Students Guide to Income Tax – Taxman Publications
5. B.B. Lal, " Income Tax and Central Sales Tax", Pearson Education
6. Mehrotra- Direct Tax – SahityaBhavan
7. T N Manoharan- Students Guide to Income Tax – Snow White



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**COURSE : FINANCIAL INSTITUTIONS & SERVICES**

**Unit I-** Financial System, Introduction, Functions of Financial System, Components of Financial System, Financial Markets, Introduction, Types of Financial Market, Capital Market, Money Market. Financial Institutions, Introduction, Definition of Financial Institutions, Types of Financial Institutions, Role in Economic Development, Commercial Banks, Emergence of Private Sector Bank after Liberalization, Financial Innovation in Commercial Banks, Assets and Liabilities Management by Commercial Banks. Reserve Bank of India, Introduction, Role of Reserve Bank of India, Functions of Reserve Bank of India.

**Unit II-** Securities and Exchange Board of India, Introduction, SEBI Functions and Responsibilities, Guidelines, Types of Exchanges, BSE Derivative Trading, BSE Indices, Commodity Exchange. NABARD, Introduction, Role of NABARD, Functions of NABARD. Non-banking Financial Companies, Introduction, Concept of Non-banking Financial Companies, Guidelines of Non-banking Financial Companies, Industrial Finance Corporation of India (IFCI), State Financial Corporations (SFCs), State Industrial Development Corporations (SIDCs), State Industries Development Bank of India (SIDBI).

**Unit III-** Insurance Sector, Introduction, Public and Private Sector Insurance, Insurance Regulatory and Development Authority (IRDA), Terminology Used, Life Insurance, General Insurance.

**Unit IV-** Leasing, Introduction, Meaning of Leasing, Types of Leasing, Financial Aspect, Legal Aspect, Tax Aspect. Hire Purchasing, Introduction, Concept, Legal Framework, Taxation. Factoring and Forfeiting, Introduction, Meaning of Factoring and Forfeiting, Mechanics of Factoring and Forfeiting, Discounting of Bills, Rediscounting of Bills. Merchant Banking, Introduction, Meaning, Role, Functions, SEBI Guidelines regarding Merchant Banking, Underwriting Services in India. Venture Capital, Features of Venture Capital, Techniques of Venture Capital, Indian Venture Capital Scenario, Private Equity. Credit Rating, Introduction, Regulatory Framework, Credit Rating Process, Credit Rating Agencies,

**Unit V-** Financial Services, Introduction, Concept of Financial Services, Role of Financial Services, Prudential Norms for Capital Adequacy, Emerging Trends in Financial Services, Nature of Financial Services, Types of Financial Services. Management of NPAs by Banks, Introduction, Meaning of NPA, Provisioning Norms given by RBI, Factors Contributing to NPAs, NPA Management Tools.

## **REFRENCE BOOKS**

1. Fabozzi, “Foundations of financial markets and institutions, Pearson. Education
2. R.M.Shrivastava,“Management of Indian financial institutions”, Himalaya publications.
3. M Y khan, “Financial services, Tata McGraw Hill.
4. M. N. Mishra, “Insurance principles and practices, S. Chand and co.
5. M.I. Blejer, ”Financial Policies in Emerging Markets”,Pearson Education.
6. K.C. Shekhar& L. Shekhar, Banking Theory and Practice, Vikas Publishing House
7. G. Lipscombe& K. Pond, The Business of Banking, New Age International
8. Vasant Joshi and Vinay Joshi, “ Managing Indian Banks”, response books.



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**COURSE :WORKING CAPITAL MANAGEMENT**

**Unit I- Introduction to Working Capital Management**, Concept of Working Capital, Gross Working Capital Concept, Net Working Capital Concept, Components of Working Capital, Working Capital Policy, Dangers of Excessive and Inadequate Working Capital, Factors Determining the Working Capital Requirement, Operating Cycle Time Analysis.

**Unit II- Cash Management**, Rationale for Cash, Motives for Holding Cash, Objectives of Cash Management, Cash Budgeting, Cash Forecasting and Budgeting, Preparation of Cash Budget or Elements of Cash Budget, Collection Methods, Cash Management Models, Baumol Model, Miller and Orr Model, Strategies for marketable Securities, Selecting Investing (Avenues) Securities, Money Market Instruments or Marketable Securities.

**Unit III- Receivables Management**, Meaning of Accounts Receivables Management, Objectives of Accounts Receivables Management, Costs of Accounts Receivables Management, Benefits of Accounts Receivables Management, Payable Management, Credit Policy, Lenient Credit Policy, Stringent Credit Policy, Credit Policy Variables and Impacts of Credit Policy Changes, Credit Standards, Credit Terms, Collection Policy, Credit Terms, Credit Analysis.

**Unit IV- Inventory Management**, Meaning and Definition of Inventory, Types of Inventory, Inventory Cost, Holding (or Carrying) Costs, Cost of Ordering, Setup (or Production Change) Costs, Shortage or Stock-out Costs, Determining the Inventory Levels, Inventory Management System.

**Unit V- Financing Working Capital Needs**, Financing of Short-term Working Capital, Money Market Bank Finance, Working Capital Assessment and Appraisal, Projected Balance Sheet Method (PBS Method), Cash Budget Method, Sources of Non-bank Finance, Internal Financing Sources, External Financing Sources, Factoring, Monetary Policy of RBI, Measures of Money Supply, Monetary Policy and Working Capital Finance, Recommendations of Various Committees, Tandon Committee, Chore Committee, Latest Guidelines on Maximum Permissible Bank Finance (MPBF).

**REFRENCE BOOKS**

1. Smith, K V - Management of Working Capital
2. Agarwal , J D - Working Capital Management
3. Mehta, D R and Englewood Cliffs N J - Working Capital Management
4. Scherr - Modern Working Capital Management-Text
5. Dr. S M Tariq Zaffer – Strategic Finance
6. Dr. P Periyasamy- Working capital management



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**COURSE :FINANCIAL DERIVATIVES**

**Unit I- Setting the Objectives,** Introduction, Objectives, Risk and Return, Fundamental Security Analysis, Introduction, Basics of Fundamental Analysis, Fundamentals: Quantitative and Qualitative, Economy-Industry-Company Analysis, Economic Forecasting, Industry Analysis, Financial Statements, Charting, Dow Theory, Elliott Wave Theory, Moving Average, Market Indicators, Random Walk Hypothesis, Difference between FA and TA.

**Unit II- Portfolio Construction and Optimization,** Introduction, Performance Evaluation, Portfolio Revision, Portfolio Revision Strategies, Understanding Portfolio Construction Methodology, Portfolio Risk and Return, Different Types of Theory, Portfolio Optimization Functions, **Portfolio Performance Examination and Revision,** Introduction, Requirement of a Portfolio Manager (PM), Portfolio Performance Evaluation, Portfolio Measuring Ratios, Application of Portfolio Performance Measures, Measuring Portfolio Performance with Asset Pricing Models, Jensen's Alpha, Revision of the Equity Portfolio, Relative Performance of Constant Mix and CPPI Strategies.

**Unit III- Derivatives Option Contracts,** Introduction, Derivatives, Option: Meaning, Option Contract, Types of Options, Contract Differences, Valuation, SPOT Options, Option Style, Option Value, Option Pricing Models, Models for Valuing Options, Risks Related with Options, Option Strategies, Collar (Finance), Uses of Options, Advantages of Options, Options Risk that Harms the Portfolio, Risks Faced by the Option Writer and Holder, Risk Profile of an Option, Option Traders.

**Unit IV- The Sharpe Index Model,** Introduction, Characteristic Lines, Market and Non-market Risk and Return, Portfolio Characteristic Lines, Sharpe Ratio, Influence of a Zero-investment Strategy on Asset Risk and Return, Sharpe Performance Index, Single-Index Model, Sharpe Ratio Optimal Portfolio.

**Unit V- Stock Market Indexes and S.E.B.I,** Introduction, Stock Market Index, Role of the Stock Index, Stock Index Calculations, Major Stock Indexes, Nifty Fifty, Global Indexes, SEBI, Role of Securities and Exchange Board of India, SEBI and Primary Market, Secondary Market, Depositories and Custodians, Achievements of SEBI.

## **REFRENCE BOOKS**

1. Gupta S.L: Financial Derivatives:-Theory, Concepts & Problems, PHI Learning
2. Kevin S: Commodity & Financial Derivatives. PHI Learning
3. Kumar S.S.S: Financial Derivatives, PHI Learning



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**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 4MBA4/4MBA7, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : BANKING AND FINANCE**

**Unit I- Evolution of Banking Institution**, Introduction, Evolution of Modern Banking, Functions of banks, Banking Structure in India, Latest Advancements in Banking Sector, Challenges to Banking Industry.

**Unit II- Commercial Banking**, Introduction, Activities of Commercial banks, Retail Banking, Retail banking – Liability Focused Segment (Deposit Accounts), Commercial Banks: Loans and Advances.

**Unit III- Credit policy**: Credit Management, Operational Risk Management in Commercial Banks.

**Unit IV- Commercial Banks and Priority Sector Advances**, Introduction, The priority Sector, Small Scale Industries–RBI Guidelines, Self Help Groups, Micro Credit.

**Unit V- Banking Legislations and Reforms**, Introduction, Banking Laws, Other Important Laws as Applied to Banking, Banking Sector Reforms.

**REFRENCE BOOKS**

1. Muraleedharan D: Morden Banking:-Theory & Practice, PHI Learning
2. Gomez Clifford: Banking & Finance:-Theory, Law & Practice, PHI Learning
3. Sriram Revathy: Core Banking Solutions:-Evolution Of Security & Control, PHI Learning



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***IT GROUP***

**SEMESTER- Third Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA)Theo. Max. M: 70 Min. M: 28**

**Course Code: 3MBA2/3MBA5, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE: BUSINESS PROCESS RE-ENGINEERING**

Unit – I

Introduction to BPR, Objectives of BPR, Enablers to BPR, BPR and Industrial Engineering, Strategic perspectives of BPR.

Unit- II

Major Business Processes of Reengineering, it Software reengineering and erp in BPR, Possible models of reengineering, BPR Implementation and success factors, Future course of BPR in Indian organization.

Unit- III

Business process innovation and BPR, Benchmarking method for business process reengineering.

Unit- IV

Process Mapping, Change Management.

Unit- V

A case study on BPR on measures of Competitive Advantage, Some cases of Successful implementation of BPR in Organization Belonging to different industry and sectors.

**TEXT BOOKS**

**BUSINESS PROCESS REENGINEERING, R. SRINIVASAN, TATA MC GRAW- HILL EDUCATION**

**REFRENCE BOOKS**

1. Ravi Anupindi, Suni Chopra, “Managing Business Process Flows”, Pearson Education
2. Garg, V. K. and Veket Krishna N. K., “ERP Concepts and Practice”, PHI Publication.
3. Champy, J. Harper, “Re-engineering Management”, Harper Collins.
4. D.S. Linthicum, “Enterprise Application Integration”, Pearson Education
5. Altekar, Enterprise Resource Planning, PHI



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**COURSE :SYSTEM ANALYSIS & DESIGN**

Unit – I

**Systems Concepts and the Information Systems Environment:** Introduction. The Systems Concept: Definition. Characteristics of a System: Organization. Interaction, interdependence. Integration. Central Objective, elements of a system: Outputs and Inputs. Processor(s). Control, Feedback. Environment, Boundaries and Interface. Types of Systems: Physical of Abstract Systems. Open or Closed Systems. Manmade Information Systems. Illustration – A Dynamic Personnel Information System Model. **The System Development Life Cycle:** Introduction .The System Development life cycle: Recognition of Need – what is the problem? Feasibility Study. Analysis. Design. Implementation. Post – Implementation and Maintenance. Considerations for Candidate Systems: Political Considerations. Planning and Control for System Success .Prototyping.

Unit- II

**Systems planning and the initial Investigation:** Introduction. Bases for Planning in Systems Analysis: Dimensions of Planning. Initial Investigation: Needs Identification. Determining the User's Information Requirement. Case Scenario Problem Definition and Project Initiation. Background Analysis. Fact- Finding. Fact Analysis Determination of Feasibility.

Unit- III

**Feasibility Study:** Introduction. System Performance Definition: Statement of Constraints. Identification of Specific System Objectives. Description of Outputs .Feasibility Study: Feasibility Considerations. Steps in Feasibility Analysis. Feasibility Report. Oral Presentation, **The Process and Stages of Systems Design:** Introduction. The Process of Design: Logical and Physical Design. Design Methodologies: Structured Design.

Unit- IV

**System Testing and Quality Assurance:** Introduction. Why System Testing/ what do we Test for? The Nature of Test Data. The Test Plan. Activity Network for System Testing system Testing. Quality Assurance: Quality Assurance Goals in the Testing Role of the Data Processing Auditor: the Audit Trail. **Implementation and Software Maintenance:** Introduction. Conversion: Activity Network for Conversion. Combating Resistance to Change. Post – Implementation Review: Request for Review. A Review plan. Software Maintenance: Maintenance or Enhancement? Primary Activities of a Maintenance Procedure. Reducing Maintenance Procedure Reducing Maintenance Cost.

Unit- V

**Hardware/Software Selection and the Computer Contract:** Introduction. The Computer industry: Hardware Suppliers. Software Suppliers. Service Suppliers. Service Suppliers. The Software Industry: Types of Software. A Procedure for Hardware / Software Selection: Major Phases in selection. Software selection. The evaluation process. Financial Consideration in Selection: the Rental Option. The Lease Option. The Purchase Option. The Used Computer. The Computer Contract: The Art of Negotiation. Contract Checklist.**Project Scheduling and Software:** Introduction. Why do systems fail?, Project Management.

### TEXT BOOKS

1. System Analysis & Design, M. Awad (2nd Ed.), Galgotia Publication

### REFERENCE BOOKS

2. J. Hoffer, "Modern Systems Analysis and Design", Second Edition, Joey George and Joseph Valacich, Pearson Education.
3. J. Whitten, L. Bentley and K. Dittman, "Systems Analysis and Design Methods", Fifth Edition, Tata McGraw Hill.
4. Dennis and B. H. Wixom, "Systems Analysis and Design", First Edition, John Wiley & Sons, Inc.
5. K. C. Laudon and J. P. Laudon, "Management Information Systems", Seventh Edition, Pearson Education.



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**COURSE : DATABASE MANAGEMENT SYSTEM**

Unit- I

Introduction, an overview of Data Base System vs file System, Database System concepts architecture, Data Models, DBMS Users, Advantage & Disadvantages, Characteristics.

Unit- II

ER Model Concepts, Notation for ER Diagram, Key Concepts of Super Key, Candidate key, primary key.

Unit- III

Introduction to SQL, Characteristics of SQL , Advantage of SQL , SQL , Data Type and literals , Types of SQL operators and their precedence, Types of SQL Commands, Tables views and indexes , aggregate functions , Insert delete and Update Operations. Database Design and Normalization, BCNF ( Boyce Cold Normal form, Functional Dependencies , Normal Forms ( Normalization ), First Normal Form(NIF), Second Normal Form (3Nf) .

Unit- IV

Transaction processing concepts, transaction system, testing of serializability of Schedules Recoverability, Recovery from transaction failures, log based recovery, check points, deadlock handing.

Unit-V

Concurrency Control Techniques concurrency control, Locking Techniques fro Concurrency Control, Time Stamping Protocol for Incurrence Control.

**TEXT BOOK**

Database Management System, Nirupma Pathak, Himaliya Publishing House

**REFRENCE BOOKS**

1. Ivan Bayross, SQL, PL/SQL- The Programming Language of Oracle, 3rd Revised Ed. BPB Publicaitons
2. H. Korth, A. Silberschatz, "Database System Concepts", Third Edition, McGraw- HillInternational
3. Elmasri, S. Navathe, "Fundamentals of Database Systems", Third Edition, Pearson Education
4. C.J. Date, An Introduction to database system concepts, 7th ed. Pearson Education
5. Leon and M. Leon, II Database Management Systems", First Edition, Vikas Publishing House (P) Ltd.
6. D.K. Kroenke, "Database Processing: Fundamentals, Design Implementation" , Prentice Hall of India

7. P.Bhattacharya and A.K Majumdar, "Database Management Systems", First Edition, McGraw Hil.



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**IT GROUP**

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**COURSE: INNOVATION & TECHNOLOGY MANAGEMENT**

**UNIT I**

Technology: Definitions and Characteristics; Management of Technology (MOT); Technological Environment; Parameters of Technological Environment; Technology life-cycle, Technological change: Dynamics of Technological change; innovation dynamics at firm level.

**UNIT II**

Innovation Management: Invention v/s Innovation; Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process, Innovation strategies: Creative thinking and problem solving, models; Concurrent engineering; Economics of innovation. Assessment of Innovation: Measuring Innovativeness of the firm; Commercialization requisites; Innovation inspired by nature.

**UNIT III**

Technology evolution and diffusion: S-curves of Technology Evolution; Technology Diffusion, Dynamics of Diffusion, Mechanism of Diffusion, Competitive consequence of Technological change: Creation of new products/change in value chain.

**UNIT IV**

Technology Intelligence: Definition of Technology Intelligence, Technology Audit, Mapping technological environment, Process of Technology intelligence: Technology Scanning, Monitoring, Forecasting and Assessment, Analytical tools for forecasting and assessment.

**UNIT V**

Technology-Business Connection: Technology Strategy & types; Models for technology strategy formulation, Acquisition and technology transfer: Collaborative arrangements in domain of Technology Strategy, Intellectual Property Rights, Technology Support Systems: Funding Mechanism and venture capital.

**TEXT BOOKS**

Management of Technology, Tarek, Khalil (2nd Ed.), McGraw Hill Publication

**REFRENCE BOOKS**

1. V. K. Narayanan, "Managing Technology and Innovation for competitive advantage", Pearson Education.
2. Tarek Khalil, "Management of Technology", McGraw Hill.

3. Lowell Steele, “Managing Technology”, McGraw Hill.
4. R. A. Burgelman and M. A. Maidique, “Strategic Management of Technology and Innovation”, Irwin.
5. Plsek, Creativity, Innovation and Quality, PHI



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**COURSE : E-COMMERCE**

**Unit- I**

Introduction – Main Activities of Electronic Commerce – Definition of Electronic Commerce – Broad Goals of Electronic Commerce – Electronic Commerce – Status of Electronic Commerce – Prospects of Electronic Commerce – Significance of Electronic Commerce- Per – Requisites of Electronic Commerce –Lessons from Electronic Commerce Evolution – Meaning of Electronic Commerce – Scope of Elements Commerce. User of Electronic Commerce – Electronic Commerce Systems – Technologies Used- Electronic commerce Analysis.

**Unit – II**

Electronic Commerce Activities – Niche Broad or Target Customer – Targeting Strategy – Differentiation ( In Terms of Features and / or Services) – Major Modes Found in E- Commerce – Matrix of E- Commerce Models – Business to Consumer (B2C) Commerce- Business to Business (B2B) – Definition of B2B Boom – Building your Own strategy – Strategy Development – Elements and Resource Impacting Electronic Commerce and Changes – Staff Needed – Build Technology Awareness Program within the Company. Business Case – Components and Factors for the Development of the Business Case – Network Practices and Business Processes – Developing an E- Commerce Strategy.

**Unit- III**

Eletronic Commerce and Internet – It Industry in India – Great Prospects Ahead for India in It – Support from the Union Government – Transactions Ready Websites – Wholesale Electronic Commerce Transaction on the World Wide Web – Electronic Commerce Czars Rule Web Business- Internet – Traditional Marketing Strategies – web Personalization – Web Resources-Electronic Commerce Technical Components – Internet Service Provider ( ISPs).

**Unit- IV**

Online Shopping – Online Purchasing – Electronic Market – Three Models of Electronic Market – Electronic Market Dimensions – Markets Category – Interactive Marketing – One – to – one Marketing – Permission Marketing – Pull and Push Technologies – B2B Hubs- B2B Market Places – Role of B2B Market Places – B2B Exchange.

**Unit- V**

Introduction to Security – Electronic Security – Information Useful to Intruders Classification of Introducers – Victimized Firms- Attacking Methods – Incidents Occurrence – Security Practices – Cryptography – Hacker – Hacker's View – The Security Analysis and Media View – Secure Electronic Transition (SET) – Payment Enablers – Secure socket Layer(SSL) – Ten Practical Tips to

Secure E- Commerce – Security Tools – Network Security – Electronic Commerce Act- Virtual Private Network.

**TEXT BOOK E- COMMERCE – CONCEPTS, MODELS & STRATEGIES, C.S.V. MURTHY, HIMALAYA PUBLICATION HOUSE**

## **REFRNCE BOOKS**

1. E-Commerce Fundamentals and application (Henry Chan) Wiley publication
2. Electronics Commerce (Gary Schneider) Thomson Course technology
3. E-Business Organizational and technical foundation (Michael P) Wiley Publication
4. E- Commerce Strategies, Technology and applications (David) Tata McGrawHill
5. Introduction to E-commerce (jeffrey) Tata- Mcgrawhill
6. E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra
7. Using Google Aps engine (Severance) O'reilly



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**COURSE : CYBER LAW**

**Unit- I**

Understanding Computers, Internet and Cyber Laws, Modern Era: The Scene and Problems , Need for Cyber Laws, Historical Perspective, Impact of the internet and information Technology (IT) on Business and Sociology.

**Unit-II**

Basic Laws of Digital and Electronic Signature in India, Authentication of Digital Signatures and Electronic Records, Authentication of Electronic Signatures and Electronic Records, UNCITRAL: Model Law on Electronic Commerce, 1996, Securing Electronic Transactions Cryptography and Securing Electronic Transactions, The Concept of Hash Function, Utility of Digital Signature's Verification, Certification. Certifying Authorities and the status of Electronic Signature under the Indian Law, The Cost and Benefits of Implementing Electronic/ Digital Signatures in E-Commerce in India.

**Unit – III**

The Scenario 78 , The Role of Certifying Authority (CA) 79, Appointment of Controller and His Functions, Obtaining License to Issue Electronic/Digital Signature Certificates in India, Renewal and Suspension of License of The Certifying Authority, Procedure for the Grant of Rejection of License to the Certifying Authority (CA), Some Procedures and Security Guidelines for Certifying Authorities (CAs),Revocation of Electronic/ Digital Signature Certificates ,Rules of Compromise and Revocation of Electronic/Digital Signature Certificates, The Rules of Confidential Information and Access to Duties of Subscribers Under the Law, Generation key pair, the Concept of Acceptance of Electronic/Digital Certificate by the Subscriber.

**Unit – IV**

The Cyberspace , the Relevance of Domain Names in Intellectual Property Rights, Deception by Squatting in Cyberspace, Bad Faith in Relation to Domain Name Infringement, Some Leading Cases Involving Complaints from India before WIPO, Protection of Copyright on Cyberspace, Rights of Software Copyright Owners, infringement of Copyright on Cyberspace, Cyberspace, the Internet, Websites and the Nature of the Copyright, Linking, Hyper- Linking and Framing, Remedies for Infringement of Copyright on Cyberspace ,the Liabilities of an Internet Services Provider (ISP) in Cyberspace, Cyberspace and the protection of Patents in India Patent as a form of Intellectual Property.

**Unit –V**

Obscenity and Pornography on Cyberspace, Hacking on the Cyberspace and Internet, Other Offences – Computer Resource, Violation of the right of Privacy on Cyberspace/Internet

Punishment for Violation of Privacy, Breach of Confidentiality and Privacy under the IT Act 185, Terrorism on Cyber Space/Internet.

**TEXT BOOK:** Cyber Lay & IT Protection, Harish Chander, PHI Learning Private Limited New Delhi



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***PRODUCTION & OPERATION GROUP***

**SEMESTER- Third Semester**

**PROGRAMME: MASTER OF BUSINESS ADMINISTRATION (MBA) Theo. Max. M: 70 Min. M: 28**

**Course Code: 3MBA2/3MBA5, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : OPERATIONS PLANNING & CONTROL**

**UNIT I**

**Operations/Manufacturing Planning & Control:** Context for OPC/MPC, Definitions, Framework, Evolution, **Demand Management:** Introduction, Demand Management & OPC/MPC Environment, Information Use in Demand Management, Forecasting, Managing Demand.

**UNIT 2**

**Sales & Operations Planning:** Introduction, Process, Management Obligations, **Enterprise Resource Planning (ERP):** Introduction, Functional Units & ERP, OPC/MPC & ERP.

**UNIT 3**

**Supply Chain Inventory Management:** Basic Concepts, Issues, Inventory Related Costs, Economic Order Quantity (EOQ), Order Timing Decisions.

**UNIT 4**

**Master Production Scheduling:** Introduction, Techniques, Bill of Material, Managing The MPS, **Material Requirements Planning:** Introduction, Record Processing, Technical Issues, Using The MRP System.

**UNIT 5**

**Distribution Requirements Planning:** Introduction, Techniques, Management Issues, **Just – In – Time:** Introduction, Applications, Joint Firm JIT, JIT Software, **Production Activity Control:** Framework, Techniques.

**TEXT BOOK**

Vollman, Berry, Whybark, Jacobs (2015): Manufacturing Planning & Control for Supply Chain management. (5<sup>th</sup> Edition – Indian). Tata McGraw Hill Publications



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**PRODUCTION & OPERATION GROUP**  
**SEMESTER- Third Semester**

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**Course Code: 3MBA3/3MBA6, CREDIT:-2**

**Assig. Max.M: 30 Min. M: 12**

**COURSE : LOGISTICS & SUPPLY CHAIN MANAGEMENT**

**UNIT I**

**INTRODUCTION of LOGISTICS:** meaning & objectives, Role of logistics in supply chain, importance of logistics management, **INTRODUCTION of SCM:** Meaning, Evolution of SCM, Importance of SCM, Objectives of SCM, Nature & Scope of SCM, Decision phases in a supply chain.

**UNIT II**

**NETWORK DESIGN:** Supply chain networks, Logistics/Supply chain network design, integrated supply chain planning, Role of facility design in a supply chain, Design of channel of distribution, **CUSTOMER SERVICE:** Introduction, Elements of customer service, Customer service strategy, Service audit, Development of customer service standards.

**UNIT III**

**LOCATION STRATEGY:** Major location determinants, Single facility vs multi facility location, Methods of evaluating location alternatives, **MANAGING INVENTORIES:** Inventory management basics, Inventory models, Importance of inventory management, Inventory control systems, MRP-I & MRP II, JIT system & purchasing, **TRANSPORTATION STRATEGY:** Role of transportation in SCM, Carrier selection decisions, Traffic & transportation strategy, Modes of transportation.

**UNIT IV**

**PURCHASING:** Role of purchasing in supply chain, Supply scheduling, Sourcing vs purchasing, Insourcing & outsourcing, Managing supplier relationships, **CO-ORDINATION:** Co-ordination in Supply chain, Bullwhip effect, Effect of lack of coordination, obstacles to coordination, Building strategic partnership & trust within supply chain.

**UNIT V**

**IT IN SUPPLY CHAIN:** Introduction, Computer based information system, Logistics information system, ERP systems, Designing information system for logistics/supply chain, **PERFORMANCE MEASUREMENT:** Definition, Performance categories, Supply chain performance measures, Supply chain metrics, **GLOBAL SCM:** Concept of global logistics/supply chain, Global SCM vs Domestic SCM.

**TEXT BOOK-** K. Shridhara Bhatt: Supply Chain Management – Himalaya Publishing House

**Reference book:**

1. Coyle, Bardi and Southwest Langley - The Management of Business Logistics – A Supply Chain Perspective - Thomson
2. Gattorna And Walters - Managing The Supply Chain - A Strategic Perspective -Palgrave
3. Sunil Chopra, Peter Meindl - Supply Chain Management – Strategy- Planning and Operation - Pearson Education.
4. D K Agrawal- Textbook Of Supply Chain And Logistics Management -Macmillan
- 5 David Simchi, Levi & Philip Kaminsk -Designing And Managing The Supply Chain - McGraw-Hill



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**Assig. Max.M: 30 Min. M: 12**

**COURSE: QUALITY MANAGEMENT**

**UNIT I**

**Overview of Quality:** Introduction, Stages of Quality Control, History, Objectives & Importance, Total Quality Management (TQM), Contribution of Quality Gurus, **Strategy And Quality Planning:** Introduction, Corporate Strategies, Generic Competitive Strategies, Functional Strategies, Need for Quality Approach to Strategy, Quality & its Types

**UNIT 2**

**Process & Statistical Quality Control:** Introduction, Quality System, Classification of Quality Control Techniques, Process Capability, Control Charts, Acceptance Sampling, Taguchi's Loss Function, House of Quality, JIT Manufacturing.

**UNIT 3**

**Six Sigma:** Introduction, Definition, Objectives, & Benefits, Elements, Six Sigma Methodologies, **Benchmarking:** Introduction, Types, Benefits, Stages of Benchmarking Process, **Cost of Quality:** Introduction, Definition, Merits and Demerits of ABC Method, **Business Performance Management:** Introduction, Strategic Planning, Balance Scorecard, Quality Control Activities.

**UNIT 4**

**Total Productive Maintenance:** Introduction, Objectives, Elimination of Wastes, Benefits, Performance Measures of Maintenance System, Pillars of TPM, Stages of Implementation of TPM, Failure Modes & Effects Analysis (FMEA).

**UNIT 5**

**Building & Sustaining Total Quality:** Introduction, Role of Quality Professionals, Change management, Sustaining Quality Organisation, ISO 9000 & ISO 9000:2000.

**TEXT BOOK**

Paneerselvam, R. & Sivasankaran, P. (2014): Quality Management. PHI Learning Pvt Ltd.



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**COURSE : MANUFACTURING STRATEGY**

**UNIT I**

**Manufacturing/Operations Strategy:** Introduction, Meaning, Content, Manufacturing/Operations Strategy Mix, **Manufacturing/Operations Performance:** Introduction, Performance Objectives, Trade-offs, Targeting and Manufacturing/Operations Focus.

**UNIT 2**

**Capacity Strategy:** Introduction, Meaning, Overall Level of Capacity, Number & Size of Sites, Capacity Change, Location, **Supply Network Strategy:** Introduction, Meaning, Outsourcing Decision (make or buy), Network Behaviour, Network Management.

**UNIT 3**

**Process Technology Strategy:** Introduction, Meaning, Degree of Automation, Degree of Coupling, Product-process Matrix, Evaluating Process Technology, **Improvement Strategy:** Introduction, Development & Improvement, Setting the Direction, Performance Mapping, Deploying Capabilities.

**UNIT 4**

**Sustainable Alignment:** Introduction, Meaning, Sustainable Alignment Over Time, Analysis for Formulation, Challenges.

**UNIT 5**

**Substitutes For Strategy:** Introduction, New Approaches to Manufacturing/Operations, Total Quality Management (TQM), Lean Manufacturing/Operations, Business Process Re-engineering (BPR), Enterprise Resource Planning (ERP), Six Sigma, **Implementation:** Introduction, Meaning, Purpose, Point of Entry, Process.

**TEXT BOOK**

Slack Nigel & Lewis Michael (2015): Operations Strategy. (2<sup>nd</sup> Edition). Pearson Publications



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**COURSE : WORLD CLASS MANUFACTURING**

**UNIT I**

**Manufacturing Competitiveness:** Introduction, Meaning of Competitiveness, Dimensions, Competitive Priorities, **World Class Manufacturing:** Introduction, Relevance of TQM in World Class manufacturing, Competitive Priorities of Manufacturing, Requirements for Excellence, Time Based Competition.

**UNIT II**

**Quality & Global Competitiveness:** Introduction, Relationship between Quality & Competitiveness, **Continuous Improvements:** Introduction, Improvement Strategies, Continuous Improvement & World Class Manufacturing, Continuous Improvement Cycle, The Kaizen Approach, Kaizen Implementation Tools, Requirements & Benefits of Kaizen.

**UNIT III**

**Elements of Lean Production:** Introduction, Meaning, Lean Production & JIT, Lot Sizing, Set-up Time Reduction, **Just In Time Systems:** Meaning, Concept of JIT, Importance, Characteristics, Benefits, Overview of JIT Manufacturing, Prerequisites & Elements of JIT Manufacturing System, Techniques of JIT Manufacturing.

**UNIT IV**

**Benchmarking:** Meaning, Evolution, Advantages & Limitations, Types, Seven Step Benchmarking Model, Issues Related to Benchmarking Process, **Tools For Process Improvements:** Total Quality Tools, **World Class Quality management:** Introduction, Importance, Levels & Determinants of Quality, Quality Control, Meaning & Necessity of TQM, Elements, Quality Circles, Six Sigma.

**UNIT V**

**Total Productive Maintenance:** Introduction, Evolution, Principle of TPM Programs, Total Preventive Maintenance, Relevance of TPM to TQM, Benefits, **World Class Supply Management:** Meaning, Transition from Purchasing to Supply Management, Developments in Supply Management, JIT Supply management, **Toyota Production System:** Origin, Principles.

## TEXT BOOK

Bhat K. Shridhara, World Class Manufacturing, Himalya Publishing House

## SUGGESTED BOOKS:

1. By Jeffrey K.Liker **The Toyota Way** Tata Macgraw Hill
2. James P. Womack, Daniel T. Jones **Lean Thinking: Banish Waste And Create Wealth In Your Corporation-** Simon & Schuster Adult Publishing Group
3. Richard J. Schonberger **World Class Manufacturing** Free Press (2008)
4. Larry Rubrich, Madelyn Watson, and Shirley Rubrich **Implementing World Class Manufacturing (Includes Lean Enterprise)** WCM Associates; 2nd edition ( 2004)
5. Jim Todd **World-Class Manufacturing** McGraw-Hill Companies ( 1996)
6. Brian H. Maskell **Performance Measurement for World Class Manufacturing: A Model for American Companies (Corporate Leadership)** Productivity Press (1991)



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**COURSE : PROJECT MANAGEMENT**

**UNIT I**

Introduction, Characteristics & Types, Attributes of good project management, Project Management Vs General Management, **Project Identification, Formulation & Interpretation:** Introduction, Identification, Preparation, Investment decisions, Zero based project formulation, Project objectives, Establishing the project, Organising Human resource & System, Project Direction, Coordination & Control, Outsourcing,

**UNIT II**

**Project Appraisal:** Introduction, Technical, Commercial, Economic, Financial & Management Appraisal, Cost benefit analysis, **Project Cost Estimation & Financing:** Cost of project, Components of Capital Cost, Sources of Finance, Role of financial institutions, NPV/PI/IRR/BCR/NBCR, **Project Planning & Scheduling:** Introduction, Scheduling Techniques, Line Balance Techniques,

**UNIT III**

Project Cost Control: Project cost Vs Project completion time, Normal time & Crash time, Direct, Indirect & Total Cost, Rehabilitation of Sick Units: Definition of sickness, BIFR, Causes & Prediction

**UNIT IV**

**Project Organization:** Introduction, Functional, Product & Matrix organization, Advantages & disadvantages of pure matrix form, Selection of project organization structure, Modified & Pure structure, Breakdown structures, **Project Contracts:** Introduction, Types, Sub-contract, Tenders, Types of payments to contractors

**UNIT V**

**Project Evaluation & Post Project Evaluation:** Definition, Objectives, Methods, Post project evaluation (Post Audit), Objectives, Phases & Types, Agencies for Project Audit, **Computer Aided Project Management:** Project information system, Essentials of good information system, Computer based project management, Future of project management

**REFERENCE BOOKS**

Nagrajan K, Project Management, 5 ed, New Age International Publishers

Mishra R.C, Modern Project management, New Age International Publishers, 2005

**COUNSELING AND STUDY STRUCTURE**

Sl. No.	Course Code	Title of the Course	Credit	Total Hours of Study	Counseling and Study Structure (hours)				Project work
					Face to Face Counseling	Self study	Practical	Assignments	
<b>Semester I</b>									
1	1MBA1	Management Process and Organizational Behavior	2	60	8	34	-	18	
2	1MBA2	Quantitative Method	2	60	8	34	-	18	
3	1MBA3	Managerial Economics	2	60	8	34	-	18	
4	1MBA4	Environment Analysis and Management	2	60	8	34	-	18	
5	1MBA5	Managerial Skill Development	2	60	8	34	-	18	
6	1MBA6	Accounting for Managers	2	60	8	22	12	18	
7	1MBA7	Computer Application for Managers	2	60	8	34		18	
8	1MBA8	Business ethics & CSR	2	60	8	34	-	18	
<b>Semester II</b>									
1	2MBA1	Business policy and Strategic analysis	2	60	8	34		18	
2	2MBA2	Management science	2	60	8	34		18	
3	2MBA3	Human Resource Management	2	60	8	34		18	
4	2MBA4	Financial Management	2	60	8	34		18	
5	2MBA5	Marketing Management	2	60	8	34		18	
6	2MBA6	Production & operation Management	2	60	8	34		18	
7	2MBA7	Research Methodology	2	60	8	34		18	
8	2MBA8	International Business	2	60	8	34		18	
<b>Semester III</b>									
1	3MBA1	Business legislation	2	60	8	34	-	18	
2	3MBA2	Group 1 - Paper I	2	60	8	34	-	18	
3	3MBA3	Group 1 - Paper II	2	60	8	34	-	18	
4	3MBA4	Group 1 - Paper III	2	60	8	34	-	18	
5	3MBA5	Group 2 - Paper I	2	60	8	34	-	18	
6	3MBA6	Group 2 - Paper II	2	60	8	34	-	18	
7	3MBA7	Group 2 - Paper III	2	60	8	34	-	18	
8	3MBA8	Summer Training Project & Viva	2	60					60
<b>Semester IV</b>									
1	4MBA1	MIS & Decision Support System	2	60	8	34	-	18	
2	4MBA2	Group 1 - Paper IV	2	60	8	34	-	18	
3	4MBA3	Group 1 - Paper V	2	60	8	34	-	18	
4	4MBA4	Group 1 - Paper VI	2	60	8	34	-	18	
5	4MBA5	Group 2 - Paper IV	2	60	8	34	-	18	
6	4MBA6	Group 2 - Paper V	2	60	8	34	-	18	
7	4MBA7	Group 2 - Paper IV	2	60	8	34	-	18	
8	4MBA8	Final Project & Viva	2	60					60

**STUDY MODULES AND BOOKS INFORMATION****COUNSELING AND STUDY STRUCTURE**

Sl. No.	Course Code	Title of the Course	Books/Module to be used
<b>Semester I</b>			
1	1MBA1	Management Process and Organizational Behavior	CVRU Module
2	1MBA2	Quantitative Method	CVRU Module
3	1MBA3	Managerial Economics	CVRU Module
4	1MBA4	Environment Analysis and Management	CVRU Module
5	1MBA5	Managerial Skill Development	CVRU Module
6	1MBA6	Accounting for Managers	CVRU Module
7	1MBA7	Computer Application for Managers	CVRU Module
8	1MBA8	Business ethics & CSR	CVRU Module
<b>Semester II</b>			
1	2MBA1	Business policy and Strategic analysis	CVRU Module
2	2MBA2	Management science	CVRU Module
3	2MBA3	Human Resource Management	CVRU Module
4	2MBA4	Financial Management	CVRU Module
5	2MBA5	Marketing Management	CVRU Module
6	2MBA6	Production & operation Management	CVRU Module
7	2MBA7	Research Methodology	CVRU Module
8	2MBA8	International Business	CVRU Module
<b>Semester III</b>			
1	3MBA1	Business legislation	CVRU Module
2	3MBA2	Group 1 - Paper I	CVRU Module
3	3MBA3	Group 1 - Paper II	CVRU Module
4	3MBA4	Group 1 - Paper III	CVRU Module
5	3MBA5	Group 2 - Paper I	CVRU Module
6	3MBA6	Group 2 - Paper II	CVRU Module
7	3MBA7	Group 2 - Paper III	CVRU Module
8	3MBA8	Summer Training Project & Viva	CVRU Module
<b>Semester IV</b>			
1	4MBA1	MIS & Decision Support System	CVRU Module
2	4MBA2	Group 1 - Paper IV	CVRU Module
3	4MBA3	Group 1 - Paper V	CVRU Module
4	4MBA4	Group 1 - Paper VI	CVRU Module
5	4MBA5	Group 2 - Paper IV	CVRU Module
6	4MBA6	Group 2 - Paper V	CVRU Module
7	4MBA7	Group 2 - Paper IV	CVRU Module
8	4MBA8	Final Project & Viva	CVRU Module

**SPECIALIZATION****Marketing Group**

3MBA2	3MBA5	Consumer Behaviour	CVRU Module
3MBA3	3MBA6	Advertisement & Sales Promotion	CVRU Module
3MBA4	3MBA7	Service Marketing	CVRU Module
4MBA2	4MBA5	CRM & Sales Management	CVRU Module
4MBA3	4MBA6	International Marketing	CVRU Module
4MBA4	4MBA7	Retail & Rural Marketing	CVRU Module

**HR Group**

3MBA2	3MBA5	Management Training and Development	CVRU Module
3MBA3	3MBA6	Human Resource Planning and Development	CVRU Module

3MBA4	3MBA7	Legal Framework Governing Human Relation	CVRU Module
4MBA2	4MBA5	Management of Industrial Relations	CVRU Module
4MBA3	4MBA6	Organizational Change and Intervention Strategies	CVRU Module
4MBA4	4MBA7	International Human Resource Management	CVRU Module

### Finance Group

3MBA2	3MBA5	Security Analysis and Portfolio Management	CVRU Module
3MBA3	3MBA6	Tax Management & Planning	CVRU Module
3MBA4	3MBA7	Financial Institution & Services	CVRU Module
4MBA2	4MBA5	Working Capital Management	CVRU Module
4MBA3	4MBA6	Financial Derivatives	CVRU Module
4MBA4	4MBA7	Banking & Finance	CVRU Module

### Information Technology Group

3MBA2	3MBA5	Business Process Reengineering	Business Process Reengineering, R. Srinivasan, Tata Mc Graw- Hill Education
3MBA3	3MBA6	System Analysis And Design	System Analysis & Design, M. Awad (2nd Ed.), Galgotia Publication
3MBA4	3MBA7	Database Management System	Database Management System, Nirupma Pathak, Himaliya Publishing House
4MBA2	4MBA5	Innovation And Technology Management	Management of Technology,Tarek, Khalil (2nd Ed.), McGraw Hill Publication
4MBA3	4MBA6	E-Commerce	E- Commerce – Concepts, Models & Strategies, C.S.V. Murthy, Himalaya Publication House
4MBA4	4MBA7	Cyber Law	Cyber Lay & IT Protection, Harish Chander,PHI Learning Private Limited New Delhi

### Production & Operation Group

3MBA2	3MBA5	Operations Planning & Control	Vollman, Berry, Whybark, Jacobs (2015): Manufacturing Planning & Control for Supply Chain management. (5 <sup>th</sup> Edition – Indian). Tata McGraw Hill Publications
3MBA3	3MBA6	Logistics & Supply Chain Management	K. Shridhara Bhatt: Supply Chain Management – Himalaya Publishing House
3MBA4	3MBA7	Quality management	Paneerselvam, R. & Sivasankaran, P. (2014): Quality Management. PHI Learning Pvt Ltd.
4MBA2	4MBA5	Manufacturing Strategy	Slack Nigel & Lewis Michael (2015): Operations Strategy. (2 <sup>nd</sup> Edition). Pearson Publications
4MBA3	4MBA6	World Class Manufacturing	Bhat K. Shridhara, World Class Manufacturing, Himalaya Publishing House
4MBA4	4MBA7	Project management	Nagrajan K, Project Management, 5 ed, New Age

			International Publishers
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### **Date Schedule & Instructions for Submitting Assignments**

<b>DUE DATE OF SUBMISSION OF ALL ASSIGNMENTS AT THE STUDY CENTRE</b>		
<b>Semester</b>	<b>Assignment No.</b>	<b>Due Date</b>
First Semester	1MBA1 1MBA2 1MBA3 1MBA4 1MBA5 1MBA6 1MBA7 1MBA8	<ul style="list-style-type: none"> <li>• April 30 (for January Session )</li> <li>• October 31 (for July session)</li> </ul>
Second Semester	2MBA1 2MBA2 2MBA3 2MBA4 2MBA5 2MBA6 2MBA7 2MBA8	<ul style="list-style-type: none"> <li>• April 30 (for July Session )</li> <li>• October 31 (for January session)</li> </ul>
Third Semester	3MBA1 3MBA2 3MBA3 3MBA4 3MBA5 3MBA6 3MBA7 3MBA8	<ul style="list-style-type: none"> <li>• April 30 (for January Session )</li> <li>• October 31 (for July session)</li> </ul>
Fourth Semester	4MBA1 4MBA2 4MBA3 4MBA4 4MBA5 4MBA6 4MBA7 4MBA8	<ul style="list-style-type: none"> <li>• April 30 (for July Session )</li> <li>• October 31 (for January session)</li> </ul>

## INSTRUCTIONS TO STUDENTS FOR FORMATTING THE ASSIGNMENTS

### सत्रीय कार्य हेतु छात्रों के लिये निर्देश

1. This booklet contains the assignments for the entire (All Semester) programme. Each course has one assignment. All assignments should be completed and submitted at your respective study centre before the due date.

इस पुस्तिका में पूरे पाठ्यक्रम के लिये (सभी सेमेस्टर) के सत्रीय कार्य दिये गये हैं। प्रत्येक पाठ्यक्रम के लिये एक सत्रीय कार्य दिया गया है जिसे पूर्ण करने के पश्चात निर्धारित तिथि तक अपने अध्ययन केन्द्र को भेजना आवश्यक है।

2. Please note that you will not be allowed to appear for the Term End Examinations for the course, until the assignments are submitted before the due date.

कृपया ध्यान रहे जब तक सत्रीय कार्य निर्धारित तिथि तक जमा नहीं होंगे, आप सत्रांत परीक्षा में नहीं बैठ सकेंगे।

3. The assignments constitute the continuous component of the evaluation process and have 30% weightage in the final grading. You need to score 40 % marks in assignment in each course in order to clear the continuous evaluation component.

सत्रीय कार्य सतत मूल्यांकन का महत्वपूर्ण अंग है एवं अन्तिम ग्रेडिंग में 30 प्रतिशत अंक निर्धारित हैं। सतत मूल्यांकन में उत्तीर्ण हेतु प्रत्येक सत्रीय कार्य में न्यूनतम 40 प्रतिशत अंक प्राप्त करना अनिवार्य है।

4. The assignment should be hand written on a A-4 size paper with proper cover which contains all the required information as given on the next page. You can use the photocopy of the cover for each assignment.

सत्रीय कार्य ए-4 साइज पेपर पर हस्तालिखित होना चाहिए तथा उस पर अगले पृष्ठ पर दिये गये कवर के अनुसार सभी जानकारी लिखी होनी चाहिए। (आप चाहें तो कवर की फोटोप्रिंट प्रत्येक सत्रीय कार्य पर लगाकर प्रयुक्त कर सकते हैं)

5. Leave at least 4cm margin on the left, top and bottom of your answer sheets for the evaluator's comments.

प्रत्येक पृष्ठ पर बायं, ऊपर एवं नीचे कम से कम 4 सें.मी. जगह छोड़ें जो मूल्यांकनकर्ता अपनी टिप्पणी के लिये प्रयोग करेगा।

6. Your answers should be brief, precise and in your own words. Please do not copy the answers from the study material.

सत्रीय कार्य के प्रश्नों के उत्तर संक्षेप, स्पष्ट एवं स्वयं के शब्दों में होना चाहिए। उत्तर स्टडी मटेरियल की कॉपी नहीं होना चाहिये।

7. Please do not copy the assignment from other student.

कृपया सत्रीय कार्य दूसरे छात्र से कॉपी न करें।

8. While solving the questions, clearly indicate the question number along with the part being solved. Recheck your work before submitting it.

प्रश्नों के उत्तर लिखते समय, प्रश्न संख्या अथवा उसके भाग का स्पष्ट उल्लेख कर। सत्रीय कार्य जमा करते समय एक बार पुनः जांच कर लें।

9. You may retain a copy of your assignment response to avoid any unforeseen situation.

सत्रीय कार्य की एक प्रतिलिपि अपने पास रखें ताकि किसी अनहोनी घटना से बचा जा सके।

10. You can resolve the difficulties you may face while studying the course material by sending an e-mail to your study centre coordinator. However, the centre coordinator will not provide solutions to the assignment questions, since they constitute an evaluation component.

पाठ्यक्रम सामग्री के अध्ययन के समय यदि कोई कठिनाई होती है तो उसके निराकरण हेतु अध्ययन केन्द्र के समन्वयक से ई-मेल द्वारा संपर्क किया जा सकता है। परन्तु केन्द्र समन्वयक सत्रीय कार्य के प्रश्नों के उत्तर नहीं देंगे क्योंकि ये मूल्यांकन पद्धति के अंग हैं।

**Note:** Assignments of the course are available for download at the CVRU Website <http://www.cvru.ac.in> . You can download the assignments as per your course, follow the instructions given and submit it before due dates at the study centre.