

SRI VENKATESWARA UNIVERSITY, TIRUPATHI

MBA (Integrated)- 5 years, Syllabus (w.e.f 2020-21)



**SRI VENKATESWARA
UNIVERSITY**.edu.in

MBA (Integrated) (BBA + MBA)

The five year Integrated MBA program aims at preparing students to be "Top Notch Management Professionals" in the global market by offering UG and PG degrees in Business Administration.

SRI VENKATESWARA UNIVERSITY: TIRUPATI
DEPARTMENT OF MANAGEMENT STUDIES
FIVE YEAR MBA INTEGRATED (BBA+MBA) PROGRAMMME(CBCS)
EFFECTIVE FROM THE BATCH OF STUDENTS ADMITTED FROM ACADEMIC YEAR 2020-2021

SCHEME OF INSTRUCTIONS AND EXAMINATIONS

Semester	COURSE NUMBER	TITLE OF THE PAPER	Hours/Week	Core/Elective	No Of credits	Sessional marks	Semester end marks	Exam duration	Maximum Marks
I SEM	MBA INT 101	GENERAL ENGLISH	4	Core	4	30	70	3 Hrs	100
	MBA INT 102	BUSINESS ORGANIZATION AND MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 103	FINANCIAL ACCOUNTING	4	Core	4	30	70	3 Hrs	100
	MBA INT 104	INTRODUCTION TO COMPUTERS	4	Core	4	30	70	3 Hrs	100
	MBA INT 105	COST ACCOUNTING	4	Core	4	30	70	3 Hrs	100
	MBA INT 106	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	4	Core	4	30	70	3 Hrs	100
	MBA INT 107	ACCOUNTING IN A COMPUTERIZED ENVIRONMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 108	BUSINESS MATHEMATICS	4	Core	4	30	70	3 Hrs	100
II SEM	MBA INT 201	ENGLISH AND BUSINESS CORRESPONDENCE	4	Core	4	30	70	3 Hrs	100
	MBA INT 202	PRINCIPLES AND PRACTICES OF MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 203	COMPANY LAW	4	Core	4	30	70	3 Hrs	100
	MBA INT 204	ADVANCED ACCOUNTING	4	Core	4	30	70	3 Hrs	100
	MBA INT 205	COMPUTERIZED ACCOUNTING	4	Core	4	30	70	3 Hrs	100
	MBA INT 206	COMPANY ACCOUNTS	4	Core	4	30	70	3 Hrs	100
	MBA INT 207	INTRODUCTION TO MARKETING	4	Core	4	30	70	3 Hrs	100
	MBA INT 208	GENERAL AND ECONOMIC LAWS	4	Core	4	30	70	3 Hrs	100

III SEM	MBA INT 301	MANAGEMENT AND ORGANIZATIONA L BEHAVIOUR	4	Core	4	30	70	3 Hrs	100
	MBA INT 302	BUSINESS COMMUNICATIO N	4	Core	4	30	70	3 Hrs	100
	MBA INT 303	MANAGERIAL ECONOMICS	4	Core	4	30	70	3 Hrs	100
	MBA INT 304	ACCOUNTING FOR MANAGERS	4	Core	4	30	70	3 Hrs	100
	MBA INT 305	QUANTITATIVE TECHNIQUES	4	Core	4	30	70	3 Hrs	100
	MBA INT 306	INFORMATION TECHNOLOGY FOR MANAGERIAL APPLICATIONS	4	Core	4	30	70	3 Hrs	100
	MBA INT 307	BUSINESS STATISTICS	4	Core	4	30	70	3 Hrs	100
	MBA INT 308	ADVANCED SKILLS FOR COMMUNICATIO N IN ENGLISH	4	Core	4	30	70	3 Hrs	100
IV SEM	MBA INT 401	MARKETING MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 402	FINANCIAL MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 403	HUMAN RESOURCES MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 404	PRODUCTION MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 405	BUSINESS RESEARCH METHODS	4	Core	4	30	70	3 Hrs	100
	MBA INT 406	MANAGEMENT INFORMATION SYSTEMS	4	Core	4	30	70	3 Hrs	100
	MBA INT 407	OPERATIONS RESEARCH	4	Core	4	30	70	3 Hrs	100
	MBA INT 408	ADVANCED COMPANY LAW AND AUDIT	4	Core	4	30	70	3 Hrs	100

V SEM	MBA INT 501	BUSINESS ENVIRONMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 502	ENTREPRENEURS HIP	4	Core	4	30	70	3 Hrs	100
	MBA INT 503	PRINCIPLES AND PRACTICES OF AUDITING	4	Core	4	30	70	3 Hrs	100
	MBA INT 504	INCOME TAX AND GST	4	Core	4	30	70	3 Hrs	100
ELECTIVE PAPERS									
MARKETING MANAGEMENT SPECIALIZATION SUBJECTS									
	MBA INT 505	PRODUCT AND BRAND MANAGEMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 506	RETAIL MANAGEMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 507	ADVERTISING AND SALES PROMOTION MANAGEMENT	4	GE	4	30	70	3 Hrs	100
FINANCIAL MANAGEMENT SPECIALIZATION SUBJECTS									
	MBA INT 508	FINANCIAL SERVICES AND MARKETS	4	GE	4	30	70	3 Hrs	100
	MBA INT 509	BANK MANAGEMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 510	FINANCIAL MARKETS AND INSTITUTIONS	4	GE	4	30	70	3 Hrs	100
HUMAN RESOURCE MANAGEMENT SPECIALIZATION SUBJECTS									
	MBA INT 511	MANAGEMENT OF INDUSTRIAL RELATIONS	4	GE	4	30	70	3 Hrs	100
	MBA INT 512	COUNSELING	4	GE	4	30	70	3 Hrs	100
	MBA INT 513	HUMAN RESOURCE PLANNING	4	GE	4	30	70	3 Hrs	100
SYSTEMS SPECIALIZATION SUBJECTS									
	MBA INT 514	ACCOUNTING AND DATA BASE MANAGEMENT SYSTEM	4	GE	4	30	70	3 Hrs	100
	MBA INT	MANAGEMENT	4	GE	4	30	70	3 Hrs	100

	515	OF SOFTWARE PROJECTS							
	MBA INT 516	SYSTEMS ANALYSIS AND DESIGN	4	GE	4	30	70	3 Hrs	Core

VI SEM	MBA INT 601	INTERNATIONAL BUSINESS MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 602	STRATEGIC MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 603	BUSINESS LAWS AND ETHICS	4	Core	4	30	70	3 Hrs	100
	MBA INT 604	INDUSTRIAL PROJECT COURSE	-----	Core	4	30	70	-----	100

ELECTIVE PAPERS

MARKETING MANAGEMENT SPECIALIZATION SUBJECTS

	MBA INT 605	DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 606	INDUSTRIAL MARKETING	4	GE	4	30	70	3 Hrs	100
	MBA INT 607	CONSUMER BEHAVIOUR	4	GE	4	30	70	3 Hrs	100

FINANCIAL MANAGEMENT SPECIALIZATION SUBJECTS

	MBA INT 608	INTERNATIONAL FINANCE	4	GE	4	30	70	3 Hrs	100
	MBA INT 609	RISK MANAGEMENT AND INSURANCE	4	GE	4	30	70	3 Hrs	100
	MBA INT 610	FINANCIAL DERIVATIVES	4	GE	4	30	70	3 Hrs	100

HUMAN RESOURCE MANAGEMENT SPECIALIZATION SUBJECTS

	MBA INT 611	ORGANIZATION DEVELOPMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 612	DEVELOPMENT OF HUMAN RESOURCES	4	GE	4	30	70	3 Hrs	100
	MBA INT 613	GLOBAL HUMAN RESOURCE MANAGEMENT	4	GE	4	30	70	3 Hrs	100

SYSTEMS SPECIALIZATION SUBJECTS

	MBA INT 614	DATA MINING AND DATA WAREHOUSING	4	GE	4	30	70	3 Hrs	100
	MBA INT	EXPERT SYSTEMS AND	4	GE	4	30	70	3 Hrs	100

	615	ARTIFICIAL INTELLIGENCE							
	MBA INT 616	IT AND E-BUSINESS	4	GE	4	30	70	3 Hrs	100

VII SEM	MBA INT 701	QUANTITATIVE MANAGERIAL ECONOMICS	4	Core	4	30	70	3 Hrs	100
	MBA INT 702	ADVANCED BUSINESS MATHEMATICS AND STATISTICS	4	Core	4	30	70	3 Hrs	100
	MBA INT 703	SYSTEMS APPLICATIONS AND PRODUCTS IN DATA PROCESSING(SAP)	4	Core	4	30	70	3 Hrs	100
	MBA INT 704	CORPORATE AND MANAGEMENT ACCOUNTING	4	Core	4	30	70	3 Hrs	100
	MBA INT 705	ORGANIZATION BEHAVIOUR	4	Core	4	30	70	3 Hrs	100
	MBA INT 706	ADVANCED HUMAN RESOURCE MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 707	ADVANCED MARKETING MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 708	ADVANCED FINANCIAL MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 709	PRODUCTION AND OPERATIONS MANAGEMENT	4	Core	4	30	70	3 Hrs	100
	MBA INT 710	COMPUTER LAB	4	Core	4	30	70	3 Hrs	100
VIII SEM	MBA INT 801	ADVANCED STRATEGIC MANAGEMENT AND CORPORATE FINANCE AND RESTRUCTURING	4	Core	4	30	70	3 Hrs	100
	MBA INT 802	COMPUTER PROGRAMMING LAB IN C++ AND JAVA AND PYTHON	4	Core	4	30	70	3 Hrs	100
MARKETING MANAGEMENT SPECIALIZATION SUBJECTS									
	MBA INT 803	MARKETING OF SERVICES	4	GE	4	30	70	3 Hrs	100
	MBA INT	SALES AND	4	GE	4	30	70	3 Hrs	100

	804	CUSTOMER RELATIONSHIP MANAGEMENT							
	MBA INT 805	DIGITAL MARKETING	4	GE	4	30	70	3 Hrs	100
	MBA INT 806	INTERNATIONAL MARKETING	4	GE	4	30	70	3 Hrs	100

HUMAN RESOURCE MANAGEMENT SPECIALIZATION SUBJECTS

	MBA INT 807	INDUSTRIAL AND LABOUR LAWS	4	GE	4	30	70	3 Hrs	100
	MBA INT 808	TRAINING AND REWARD MANAGEMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 809	MANAGEMENT OF CHANGE AND STRESS	4	GE	4	30	70	3 Hrs	100
	MBA INT 810	EMPLOYEE WELFARE	4	GE	4	30	70	3 Hrs	100

FINANCIAL MANAGEMENT SPECIALIZATION SUBJECTS

	MBA INT 811	INDIAN FINANCIAL SYSTEM	4	GE	4	30	70	3 Hrs	100
	MBA INT 812	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 813	WORKING CAPITAL MANAGEMENT	4	GE	4	30	70	3 Hrs	100
	MBA INT 814	MANAGEMENT CONTROL SYSTEMS	4	GE	4	30	70	3 Hrs	100

SYSTEMS SPECIALIZATION SUBJECTS

	MBA INT 815	OBJECTIVE ORIENTED PROGRAMMING IN C++	4	GE	4	30	70	3 Hrs	100
	MBA INT 816	DESIGN AND ANALYSIS OF ALGORITHMS	4	GE	4	30	70	3 Hrs	100
	MBA INT 817	SOFTWARE ENGINEERING	4	GE	4	30	70	3 Hrs	100
	MBA INT 818	DATA COMMUNICATIO N AND COMPUTER NETWORKS	4	GE	4	30	70	3 Hrs	100

IX SEM	MBA INT 901	INTERNSHIP	-----	Core	4	30	70	-----	100
	MBA INT 902	INTERNSHIP - VIVA-VOCE	-----	Core	4	30	70	-----	100
X SEM	MBA INT 10.01	INDUSTRIAL PROJECT COURSE	-----	Core	4	30	70	-----	100
	MBA INT 10.02	PROJECT VIVA- VOCE	-----	Core	4	30	70	-----	100

SRI VENKATESWARA UNIVERSITY: TIRUPATI
DEPARTMENT OF MANAGEMENT STUDIES
FIVE YEAR MBA INTEGRATED (BBA+MBA) PROGRAMMME(CBCS)
EFFECTIVE FROM THE BATCH OF STUDENTS ADMITTED FROM ACADEMIC YEAR 2020-2021

SEMESTER I

101 – GENERAL ENGLISH

Unit – I

Nouns and Pronouns, Verbs, Verb tenses.

Unit – II

Adjectives & Adverbs, Prepositions & Conjunctions

Unit – III

Phrases and Clauses, Sentence Types, Transformations

Unit – IV

Word meaning, Synonyms and Antonyms.

Unit – V

Phrasal Verbs and Idioms.

Reference Books:

1. Wren and martin - “English grammar and composition”.
2. Raymond murphy – “English grammar in use”
3. Michael Mc Carthy – “ A grammar practice book”

102- BUSINESS ORGANIZATION AND MANAGEMENT

Unit 1: Fundamental Concepts:

Concept of Business - Meaning, Characteristics of Business –Importance of Business – Social Responsibility of Business - Concept of Entrepreneurship – Entrepreneurial Traits – Importance of Entrepreneurship in growth of Economy of a country.

Unit 2: Forms of Business Organizations:

Sole Proprietorship/trader – Characteristics, Advantages & Limitations
Partnership – Characteristics, Advantages & Limitations
Limited liability partnership (LLP) - Characteristics, Advantages & Limitations
Co-operative sector – Characteristics, Advantages & Limitations
One Person Company (OPC) - Characteristics, Advantages & Limitations
Private limited company– Characteristics, Advantages & Limitations
Public limited company – Characteristics, Advantages & Limitations

Unit 3:

Differences between Partnership and LLP
Differences between Partnership and Company
Differences between Private Limited Company and Public Limited company

Unit 4:Micro, Small and Medium Enterprise (MSME's)

Definition of Enterprise, MSME's in service sector and manufacturing sector, Characteristics, Memorandum of small and medium enterprise.

Unit 5: Concepts of Management:

Definition and importance of Management – Theories of Management : Systems Theory, Principles of administrative management(Henry Fayol's – 14 principles), Bureaucratic theory of management, Scientific Theory of management(Fredrick Henry Taylor),McGregor X and Y theory, Human Relations Theory, Classical Management and Contingency theory of Management.

Reference Books:

1. Koontz – Essentials of Management – Tata McGraw Hill
2. Jallo - Business Organization and Management – Tata McGraw Hill
3. C.B.Gupta – Business Organization and Management – Sultan Chand &Co
4. R.K. Sharma, Shashi K. Gupta, Business Organization and Management.

103 - FINANCIAL ACCOUNTING

UNIT – 1

Introduction –Accounting Principles –GAAP – Meaning and objectives of Accounting Standards –IFRS - Accounting Concepts, Objectives of Financial Accounting, Users of Financial Accounting, Revenue and Capital Expenditure, Revenue and Capital receipts .

UNIT - II

Accounting Process – Types of Accounts –.Golden Rules Accounting – book keeping –, Accounting Cycle - Primary books of accounting - Journal, Journal Entries, -- (Problems).

UNIT - III

Ledger posting, Rules of Ledger posting, Trail Balance – Methods of Preparation of trail balance (Theory and Problems).

UNIT - IV

Final Accounts –I: Preparation of Trading, Profit and Loss Account, Balance Sheet – (Problems).

UNIT - V

Final Accounts –II: Preparation of Trading, Profit and Loss Account, Balance Sheet– with adjustment entries (Problems).

Reference Books:

1. S.N. Maheshwari – **Introduction to Accounting**
2. M.C. Shukla, T.S. Grrewal and S.C. Gupta – **Advanced Accounts**

104 –INTRODUCTION TO COMPUTERS

UNIT - I

Introduction to computers, Definition, advantages and limitations. Applications of computers in business.

UNIT - II

Components of a computer, overview of input and output devices

UNIT - III

Overview of Computer memory and types of memory. Generation of computers and processors.

UNIT - IV

Meaning and types of software- operating system, translators, compilers and programming languages.

UNIT - V

Introduction to MS-Word, creating a document, Editing and saving, creating a table, merging of cells, columns and row width.

Reference Books:

1. Mathematics for Management- M Raghavachari (Tata Mc Graw-Hill Publications)
2. Business Mathematics – S.P. Rajagopalam, R. Sattanathan(Tata Mc Graw)
3. Business Mathematics-D.CSancheti&V,K.KAPOOR,SULTAN CHAND & SONS

105-COST ACCOUNTING

Unit 1:INTRODUCTION TO COST ACCOUNTING

Introduction – Meaning & Definition of Cost, Costing and Cost Accounting – Objectives of Costing - Applications of Cost Accounting – Cost Concepts - Classification of Costs – Cost Unit –Cost Centre.

Unit 2: MATERIAL COST

Meaning of Inventory Control - Techniques of Inventory Control – EOQ - Methods of Pricing Material Issues: FIFO , LIFO, Weighted Average Price(theory and problems).

Unit 3: LABOUR COST

Methods of Labour Remuneration - Time Rate System – Piece Rate System – Incentive Systems – Halsey plan & Rowan Plan (Theory & Problems).

Unit 4: OVERHEAD COST

Meaning and Definition Overhead– Classification of Overheads allocation, apportionment and absorption of overheads (theory and problems).

Unit 5: COST SHEET

Elements of costs, Preparation of Cost sheet (theory and problems)

BOOKS FOR REFERENCE:

- M. N. Arora: Cost Accounting, HPH
N.K. Prasad: Cost Accounting, Book Syndicate.
Gouri Shankar: Practical Costing, HPH.
KhannaPandey&Ahuja : Practical Costing, Sultan Chand.
K. S. Thakur: Cost Accounting, New Century Book House Pvt. Ltd.

106-QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

UNIT- I

Frequency distribution of data, Diagrammatic Presentation of data, Types of Diagrams, Graphs of Frequency Distribution: Histogram, Frequency Polygon, Frequency Curve and Cumulative Frequency Curves

UNIT- II

Measures of Central Tendencies: Meaning and Definition, Types of Averages, Arithmetic mean(simple & weighted) , Median, Mode(theory and problems)

UNIT- III

Measures of Dispersion and Skewness – Meaning and Definition, Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance and Co-efficient of variance(theory & problems)- Skewness: Meaning, Uses and Problems on Karl Pearson's Co-efficient of Skewness.

UNIT- IV

Probability- Meaning & Definition of Probability, Addition and Multiplication Theorem of Probability. (Theory & Simple problems)

UNIT- V

Probability Distributions-Binomial, Poisson and Normal Distributions (Theory & Simple Problems)

References:

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

107 - ACCOUNTING IN A COMPUTERISED ENVIRONMENT

UNIT - I

Framework of Accounting Software: Elements of Accounting Software in SAP- Company Code, Profit Centres, Cost Centres, Chart of Account.

UNIT - II

Grouping of Elements, Extract of Profit and Loss Account and its Grouping

UNIT - III

Accounting Software (SAP) and Data Entry

UNIT - IV

Generation of Reports: Generation of Trail Balance, Generation of Cost Centre Report, Generation of Profit & Loss and Balance sheet

UNIT - V

Electronic Spread Sheets and use of Graphs

Reference books:

Financial accounting 6th edition VIKAS PUBLISHING HOUSE PVT LTD. By SN.Maheswari, Suneel K.Maheswari

108 -BUSINESS MATHEMATICS

UNIT –I

Theory of Sets – Meaning, Elements, Types, Presentation and Equality of sets; Union, Intersection, Compliment & Difference of Sets; Venn Diagrams; Cartesian Product of two Sets; Applications of Set Theory.

UNIT -II

Foundation / Basics of Mathematics - Number systems, LCM, HCF, Basic Operations on Fractions, Theory of indices, Polynomials, Operations on Expressions – Addition, Subtraction, Multiplication and Division, Factorization, Quadratic Equations.

UNIT -III

Functions: Definition of Constant, Variable and Function, Types of Functions, Solution of Linear and Quadric Functions, Logarithmic Functions, Exponential Functions, Trigonometric Functions. Business Applications, Some Functions used in Business-supply and Demand Functions, Production Functions, Cost & Revenue Functions, Profit Function.

UNIT - IV

Permutations: Fundamental Theorem of Counting, Factorial Notation, Permutations of n different things r taken at a time. Binomial theorem and Binomial co-efficient.
Combinations: Combinations of n different things r taken at a time, Complementary theorem. (Problems)

UNIT - V

Introduction to calculus: Concept of derivatives, rules of differentiations, Concept of integration, rules of integration.

Reference Books:

1. Mathematics for Management- M Raghavachari (Tata Mc Graw-Hill Publications)
2. Business Mathematics – S.P. Rajagopalam, R. Sattanathan(Tata Mc Graw)
3. Business Mathematics-D.C Sancheti & V.K.KAPOOR,SULTAN CHAND & SONS

SEMESTER -II

201: ENGLISH AND BUSINESS CORRESPONDENCE

Unit 1: Essentials of Good English

Grammar and usage; enriching vocabulary, words - multiple meaning, single word for a group of words - choice of words - words frequently misspelt; punctuations, prefix and suffix; parts of speech; articles; synonyms and antonyms; tenses; idioms and phrases; foreign words and phrases commonly used; abbreviations and numerals; pronunciation.

Unit 2: Essay Writing

Essays on matters of current interest on trade, commerce, industry and profession.
Precise Writing: Preparation of summary of office notes; summary of matters appearing in economic and commercial dailies and journals for use in committee meetings in the office; summary of decisions taken in meetings and conferences.

Unit 3: Business Correspondence

Personnel: drafting of interview letters, call letters and offer of appointment; provisional appointment orders; final orders of appointment; employee disciplinary matters - show-cause notices, charge sheets, letters of dismissal and other disciplinary actions.

Purchase: requests for quotations, tenders, samples and drawings; test order; complaints and follow-up.

Sales: drafting of sales letters, circular letters, preparation of sale notes with conditions of sale; status inquiries; preparation of market survey reports; reports to sales manager such as sales promotion matters; drafting of advertisements.

Accounts: correspondence with various agencies : customers - regarding dues, follow up letters; banks - regarding over-drafts, cash credits and account current, insurance companies - regarding payment, renewal of insurance premium, claims and their settlement; public authorities like Provident Fund Commissioner, post and telegraph authorities, regarding payment of provident fund contributions; installation of new connections and payment of telephone bills; payment of sales tax.

Unit 4: Administration and Miscellaneous

Drafting of telegraphic and facsimile messages, messages through electronic media; public notices and invitations; representations to Trade Associations, Chambers of Commerce and public authorities. Preparation of Press Releases

Unit 5: Inter-departmental Communication

Internal memos; office circulars; office orders; office notes; representation to chief executive and replies thereto; communication with regional/branch offices.

Reference books: -

Vikas Publishing House Pvt.Ltd. Modern Grammar with practical Exercise

Cambridge University press :Intermediate English Grammar.

Raymond Murphy

English Vocabulary in use - 100 units of Vocabulary reference and practice;

Michael Mc Carthy & Felicity O' Dell

Cambridge international Dictionary of Phrasal Idioms; low price Editions.

S Chand & Company Ltd.

202-PRINCIPLES AND PRACTICES OF MANAGEMENT

Unit 1: Concept of Management:

Meaning, Nature, scope and characteristics of management, Management is a science or art? , Is management a profession? Management vs Administration, Managerial skills, Levels of management, Functions and Responsibilities of a Professional Manager, Fayol's Principles of Management, and Evolution of Management thought-The Classical School, the Human Relations School, Systems Theory, Contingency Management

Unit 2: Planning:

Nature and Purpose of Planning, The Planning Process, Objectives, Principles of Planning, Types of Plans, Decision making –Importance and steps , Advantages and Limitations of Planning.

Unit 3: Organizing;

Nature and Purpose of Organizing, Bases of Departmentalisation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization

Unit 4: Staffing & Directing

Staffing: Nature & Scope of Staffing, Manpower Planning, Selection & Training, Performance Appraisal. Directing: Meaning and definition of directing, nature and characteristics of directing, principles of directing, elements of direction (supervision, motivation, leadership and communication),motivation theories.(Maslow's hierarchy of needs theory, Herzberg's two-factor theory)

Unit 5: Controlling:

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control

Reference books:

Management & Organizations Behaviour— by Paul Hersey & Ken Blanchard

Essentials of Management— by Koontz & O'Donald

Principal and Practice of Management— by L.M. Prasad

Principles of management---- by P.N.Reddy & Tripathy

203 –COMPANY LAW

UNIT-1

Introduction: Company-definition meaning, nature and its characteristics.

Promotion – Incorporation – Capital Subscription and Certificate of Commencement of Business. **Memorandum of Association** – Definition and Clauses. **Articles of Association** – Definition and Contents –Promoter – Prospectus.

UNIT - II

Financial Structure :Share Capital – Meaning and Definition of Share – Kinds of Shares – Features - Differences between Shares and Preference Share –Debenture Capital: Meaning and Definition of Debenture – Features – Types – Differences between Share capital and Debenture capital.

UNIT - III

Company Meetings : Meaning and Definition – Types of Meeting – Statutory Meeting – Annual General Meeting –Extraordinary General Meeting- Class Meetings – Board Meeting and Resolutions.

UNIT - IV

Key management personnel: key managerial personnel as per company act 2013, Provisions of appointing KMP, Qualifications and Disqualifications, Managerial Remuneration .

UNIT - V

Winding Up Of Companies: Modes of Winding up – Commencement of Winding up – Consequences –Official Liquidator – Powers and duties of Liquidator-Order of Payment.

Reference books:

1. ICSI Executive Program , Company law
2. Dr. Avatar Singh, Company Law, EBC explorer
3. Dr. Rega Surya Rao, Company Law

204–ADVANCED ACCOUNTING

UNIT –I: Accounts of Non-Trading Concerns

Non-Trading Concern – Meaning – Capital Vs. Revenue Expenditure –Preparation of Receipts and Payments Account, Income and Expenditure Account and Balance Sheet.

UNIT –II: Partnership Accounts

Partners Capital Account – Fixed and Fluctuating Capital – Admission, Retirement and Death of a partner - Dissolution of Partner.

UNIT –III:

Issue of Share in Primary Market, Underwriters: Types of Underwriting, Underwriting Commission, Calculation of Net liability of Underwriters.

UNIT –IV:

Incorporation of a company – Preliminary and Pre-operative Expenses, Preparation of Pre and Post Incorporation Profit or Loss Statement–Calculation of Overall Managerial Remuneration(Under Provisions of Company Act, 2013).

UNIT - V: Stock Exchange

Stock Exchanges: Meaning, Significance and functions – Listing of securities –Trading Mechanism – Stock Exchange Operations like Bulls, Bears, Stages, Jobbers and Brokers, Trading of securities, Closing Price and Last Traded Price of the day (Caselet).

Reference books:

1. S.N. Maheshwari – **Introduction to Accounting**
2. M.C. Shukla, T.S. Grewal and S.C. Gupta – **Advanced Accounts**
3. Taxman: **SEBI Manual**
4. Siddaiah T, **Financial Services** (Pearson)
- 5.M Y. Khan : **Financial Services**
6. Gurusamy S; **Financial Services** (Tata McGraw Hill)
- 7.Bharati V. Pathak: **The Financial Systems: Markets, Institutions and Services**
- 8.HR Machiraju: **Indian Financial System:** (Vikas Publishing House)

205-COMPUTERIZED ACCOUNTING

UNIT – I : Fundamentals of Tally .ERP 9

Getting Functional with Tally ERP 9- Creation/Setting up of company in Tally .ERP 9.

UNIT - II: Accounting Masters in Tally .ERP 9

Features, configuration, setting up Accounting Heads.

UNIT – III: Inventory In Tally .ERP 9

Stock groups, Stock categories, Godowns/Locations, Stock Items, Creating Inventory Master for National Traders.

UNIT – IV: Voucher Entry in Tally .ERP 9

Accounting vouchers, Inventory Vouchers, Invoicing.

UNIT - V: Advanced Accounting in Tally .ERP 9

Bill wise details, Cost Centres and Cost Categories, Voucher class and Cost Centre Class, Multiple Currencies, Bank Reconciliation, Interest Calculations, Budget & Controls, Scenario Management.

Reference books:

1. Nadhan , Mastering Tally.ERP 9, BPB Publications
2. Kogent Learning Solutions Inc, Tally. ERP 9 in Simple Steps, Dreamtech Press
3. James A. Hall, Accounting Information System.

206: COMPANY ACCOUNTS

Unit 1: Issue of Share capital

Meaning and definition of a share, Equity shares and Preference of shares
Issue of shares at par, at premium - Journal entries.

Unit 2: Issue of Debentures

Meaning and definition of debentures, Issue of debentures and general entries(problems)

Unit 3:Financial statements

-Meaning, Types of Financial statements and their Significance - Nature and objectives of Financial statements-Importance and limitations of financial statements

Unit 4:Final Accounts - I

Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items – Tax deducted at source – Advance payment of Tax – Provision for Tax-

Depreciation – Interest on debentures – Dividends – Rules regarding payment of dividends (Theory only) –Transfer to Reserves, Preliminary Expenses, Pro forma of profit &loss statement and Balance sheet (as per Company Act, 2013)

UNIT 5: Final Accounts - II

Preparation of Profit and Loss statement and Balance Sheet,Abridged Profit and Loss Account – Abridged Balance Sheet (Vertical Form) as per accounting standards and company act 2013.

Reference books:

1. Anil Kumar - Marriappa – Corporate Accounting, HPH.
2. M.A.Arunachalam & K.S.Raman: Corporate Accounting – II, HPH.
3. Dr. S.N. Maheswari , Financial Accounting, Jain Book Depot.
4. V.K. Goyal: Corporate Accounting, PHI.
5. Soundrarajan A & K. Venkataramana, Corporate Accounting, SHBP.
6. S. P. Jain and K. L. Narang – Corporate Accounting, Kalyani Publishers.

207 – INTRODUCTION TO MARKETING

Unit 1: Marketing an Overview:

introduction, Definition of Market, Types of Markets, Meaning and Definition of Marketing Origin of Marketing, Scope of Marketing Importance between Marketing and selling

Unit 2: Marketing Concepts:

Introduction, Exchange concept Production concept, Product concept, Sales/selling Concept, Modern marketing concept, Societal Marketing Concept, impact of marketing Concepts and its applicability

Unit 3: Functions of Marketing:

Selling, Buying, Product Development, Pricing, Standardisation and Grading, Branding, Packaging, Promotion, Advertising, Transportation, Physical Distribution, Storage and Risk taking.

Unit 4: Marketing Mix: Introduction, Evolution of the “Marketing mix,” Additional Components in the mix Importance of Marketing mix in Marketing decisions

Unit 5: Promotion Mix: Meaning and definition of Promotion mix - Advertising, Sales Promotion, Personal selling, direct Marketing, Public Relations and Publicity, Developing an integrated promotion Mix

References books:

Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha Marketing :Management – A South Asian Perspective(Pearson Education)

Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri & Ehsan ul Haque: Marketing Management – A South Asian Perspective (Pearson Education)

William D. Perreault, Jr. E. Jerome McCarthy : Basic Marketing – A Global Management Approach (Tata McGraw Hill)

John A. Quelch & V. Kasturi Rangan: Marketing Management – Text and Cases (Tata McGraw Hill)

P.K. Agarwal : Marketing Management – An Indian perspective (Pragati Prakasham)

S.S. Sherlekar: Marketing Management (Himalaya)

MC Carthy , Perrault, Quester: Basic Marketing – A Managerial Approach (IRWIN)

208 - GENERAL AND ECONOMIC LAWS

UNIT 1: Constitutional Law

Fundamental Rights (articles 14 -32), Constitutional remedies, Center-State relations.

UNIT 2: Civil Procedure Code -1908

Elementary Knowledge of the Structure of Civil Courts, Their Jurisdiction, Basic Understanding of the terms : Decree, Order and Judgement, Filing of a suit, Set off and Counter Claim, Stay of suits, Resjudicata, Temporary Injunction, Appeals, Reference, Review and Revision.

UNIT 3: Criminal Procedure Code -1973

Elementary Knowledge of the Structure of Criminal Courts, Their Jurisdiction, Basic Understanding of the Terms:Summons Case and Warrant Case, Bailable and Non-bailable offences , Cognizable and non-cognizable offences, FIR, Complaint, Investigation, inquiry and trail, anticipatory bail, Summary trails

UNIT 4: Intellectual Property Rights

Introduction to Intellectual Property Rights(IPR's)-WIPO -Concept of IPR's- Industrial property rights -Patents for inventions, Trade marks, industrial designs and geographical indications - Copy rights and related rights – Reasons for promotion and Protection for Intellectual Property -

UNIT 5: Transfer of Property Act, 1882

Movable and Immovable property, Conditional transfers, Doctrine of part performance, Doctrine of Lis pendens, Actionable claims, Mortgages and Charges, differences between mortgage and charge.

Reference books:

1. Lectures on the code of Civil Procedure: Dr. Rega Surya Rao

2. Lectures on Criminal Procedure Code: Dr. Rega Surya Rao

3. Intellectual property Rights In India by V.K.Ahuja

4. Intellectual property Rights Patent law In India by Dr. G. Venkateswar Rao

5. Lectures on Law of property By Dr. Rega Surya Rao

SEMESTER -III
301 – MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

References books:

Sushama Khanna : “Udai Pareek’s Understanding Organisational Behaviour” (Oxford)

Ramesh B Rudani : “Management and Organisational Behaviour” (Mc Graw Hill)

Steven L McShane, Mary ANN Von Glinow and Radha R Sharma: “Organisational Behaviour” (Tata McGraw Hill)

Robbins, Judge and Vohra : “Organisational Behaviour” (Pearson)

Fred Luthans: Organisational Behaviour (McGraw Hill)

Dipak Kumar Bhattacharyya : “Organisational Behaviour – Concepts and Applications” (Oxford)

302 - BUSINESS COMMUNICATION

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

Bovee C.L., Thill J.V. and Chatterjee A: “Business Communication Today” (Pearson)

Meenakshi Raman and Prakash Singh: “Business Communication” (Oxford)

Lesikar V.R., and Flatley M.E. : “Basic Business Communication” (Tata McGraw Hill)

Krizan et al.: “Business Communication” (Thomson)

Scot Ober: “Contemporary Business Communication” (Biztantra)

303 -MANAGERIAL ECONOMICS

UNIT-I

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

UNIT-II

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

UNIT – III

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

UNIT - IV

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

UNIT – V

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

References books:

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

304-ACCOUNTING FOR MANAGERS

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT- IV

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

UNIT – V

Emerging concepts in accounting: Human resource accounting, inflation accounting, responsibility accounting and government accounting.

Reference books:

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

305-QUANTITATIVE TECHINQUES

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

Matrices and Determinants: Meaning –Types –Operations on Matrices –Addition , Subtraction, and Multiplications - Transpose –Determinants –Minor of an element- Co-factors of an element - Inverse of a Matrix –Cramer’s rule, Rank of a Matrix and Matrixapplications in management.

UNIT – V

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

Reference books:

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

306-INFORMATION TECHNOLOGY FOR MANAGERIAL APPLICATIONS

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Reference books:

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

307 – BUSINESS STATISTICS

UNIT –I

Introduction to Statistics – Meaning, Application of Statistics in Business and Limitations of Statistics. Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs). Data Analysis – Measures of Central Tendency, Measures of Dispersion.

UNIT-II

Correlation analysis – Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Coefficient of Determination.
Regression analysis – Meaning, Regression Coefficients and properties, Simple and Multiple Regression.

UNIT - III

Time Series Analysis – Introduction to time series, Components of time series, Methods of Trend Analysis.
Index Numbers - Meaning, Types of Index Numbers, Construction of price, quantity and volume index, consumer price index.

UNIT –IV

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

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

UNIT – V

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

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

Reference books:

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

308-ADVANCED SKILLS FOR COMMUNICATION IN ENGLISH

UNIT – 1

Self-introduction- Introduction of oneself in educational atmosphere -Self-introduction for career: Model self-introduction , Introducing in Telephonic Conversation.

UNIT – 2

Etiquette- formal purpose of communication, the activities requiring effective communication skills. Greetings: some of the common expressions of greeting, greeting and taking leave, different types of formal and informal greetings.

Introducing: oneself, introducing others, introducing to the chief guest to the audience, introducing yourself to a VIP, Congratulating/complimenting, some common expressions used for complimenting other, responding for congratulations/compliments.

Requesting: the common expressions of request. The expressions commonly used for inviting, Accepting and Declining an invitation, expressing gratitude - some common expressions of gratitude.

Apologising: expression of apologising- asking apologies and responses , Seeking, granting, refusing permission, the common expressions of seeking granting and refusing permissions

UNIT – 3

Dialogue building, essentials features of dialogues/conversations, main factors that determine the formality or informality in dialogue- topic or subject matter, purpose of communication relation between participant, expression of formal conversation, semi-formal conversation, informal conversations, examples and exercises

UNIT – 4

Asking/giving directions: asking some one for directions, giving directions,

UNIT – 5

Writing stories from outline, letter writing, formal/informal letters, sample business letters.

Reference books:

Advanced skills communication for English, book-1 New century publishing house
Jaya shanthi.v and Dr.R.Selvam

SEMESTER-IV
401-MARKETING MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT- III

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

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

UNIT – IV

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

UNIT - V

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

Reference books:

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

402- FINANCIAL MANAGEMENT

UNIT –I

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

UNIT – II

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

UNIT – III

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

UNIT –IV

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

UNIT – V

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

Reference books:

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

403 – HUMAN RESOURCES MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

404 – PRODUCTION MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT - V

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

Reference books:

Muheleman and Sudhir B: Production/ Operations Management, Pearson Education

S.N.Chary : Production and Operations Management, Tata McGraw Hill

R. Panneer Selvam: Production and Operations Management, Prentice Hall of India

Adam Ebert: Production & Operations Management, Prentice Hall of India

K. Aswathappa K. Sriddhan Bhat: Production and Operations Management (Himalaya)

Kanishka Bedi: Production and Operations Management (OXFORD)

405- BUSINESS RESEARCH METHODS

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

References books:

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

406 – MANAGEMENT INFORMATION SYSTEMS

UNIT –I

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

UNIT –II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

407 –OPERATIONS RESEARCH

UNIT-I

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

Linear programming using the Excel Solver

UNIT – II

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

UNIT – III

Dynamic programming – Features, Structure and Applications.

UNIT –IV

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

UNIT –V

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

Reference books:

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

**408 - ADVANCED COMPANY LAW AND AUDIT
(Under provisions of company act 2013)**

UNIT-I

Concept of capital and financing of companies, Share Capital: Authorized Capital, Issued Capital, Subscribed capital, called up and paid up capital. Difference between Equity shares and preference shares, Issue of share capital at par, at premium and discount. Securities premium accounts. Buyback and Forfeiture of shares.

UNIT-II

Further issue of share capital – Sweat equity shares, bonus shares, rights issue of shares, employee stock option scheme. Debt capital- issue of debentures and bonds, Kinds of debentures. Differences between shares and debentures.

UNIT-III

Management and control of companies

Directors – Types, appointment, qualifications/disqualifications, retirement, resignation and removal and reappointment, roles and responsibilities of directors, remuneration of directors, meetings- meetings of board and committees, division of powers between board and general meetings. Provisions of Corporate Social Responsibility of a company (U/s 135 of company Act, 2013), CSR committee.

UNIT-IV

Division of profits and Dividends : Definition and meaning of dividend, types of dividend (interim and final dividend). Conditions for declaration and distribution of dividend, sources of declaration of dividend. Dividend in case of absence or inadequacy of profits. Capitalization of profits. Investor's education and protection fund.

UNIT- V

Accounts and audit, accounts of companies, books of account u/s 213, maintenance and books of accounts in electronic form, persons responsibilities to maintain books of accounts, penalty, financial statements- definition u/s 2(40), true and fair view, other requirements of financial statements, persons responsible for compliance, penalty. Financial statements and boards reports u/s 134. Internal audit u/s 138, maintenance of costing and stock records u/s 148, role of company secretary. Appointment of auditors, eligibility and qualification/disqualifications, term of auditor, audit report. Auditing standards, signing audit reports.

Reference books:

1. Company law- Executive programme ICSI New Delhi,
2. Company law – Rega Surya Rao

**SEMESTER-V
501 – BUSINESS ENVIRONMENT**

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

502- ENTREPRENEURSHIP

UNIT - I

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

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

BOOKS FOR REFERENCE

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

503 – PRINCIPLES AND PRACTICES OF AUDITING

UNIT- I: Auditing Concepts

Definition and meaning of Auditing, Features and objectives of auditing, the basic principles of auditing, True and Fair view, Materiality in auditing, Advantages of an independent audit, Audit report- Qualified and Adverse report, elements of audit report. Difference between investigation and audit. Types of audit - Statutory audit, CAG audit, Cost audit, Secretarial audit and Internal audit. The Penal provisions applicable to auditors under Companies Act 2013.

UNIT – II: Internal Audit

Introduction -Definition, objectives and importance of internal audit as a management tool. Qualifications and Disqualifications of Internal Auditor under the provisions of Company Act 2013. Techniques of internal audit, Internal audit process, Role and responsibilities of internal auditor. Objectives and benefits of proprietary audit, efficiency audit and compliance audit.

UNIT- III: Internal Control

Introduction - Definition, Nature, Scope, elements and objectives of Internal control system. Advantages and Limitations of Internal control system. Differences between internal audit and internal control. Techniques of internal control system. Audit sampling – Need and different methods of audit sampling, advantages and disadvantages. Internal check - meaning and steps in internal check. Differences between internal check and Internal audit, Audit in depth. Internal control questionnaire and internal control evolution

UNIT- IV: Review of Internal Control

- Meaning of review of Internal control system
- Objectives of Review of Material purchase,
- Objectives of Review of Management information system,
- Objectives of Review of Manufacturing operations
- Objectives of Review of Personnel policies and functions of HR department
- Objectives of Review of Decision making

UNIT – V: Audit Engagement and Documentation

Audit Plan and points to be considered in audit planning
Audit Program- Meaning, Characteristics and categories of audit program
Vouching – meaning, objectives and importance of vouching
Verification –Meaning points to be considered and steps in verification -Objectives, Scope and advantages of Verification. Differences between vouching and verification.
Documentation- Meaning and Content of documentation, Content of Permanent audit file and Current Audit file. Audit Working papers- Need, Guidelines for preparation of working papers.
Audit Sampling.

Reference Books:

Report Writing For internal Auditors - Angela J. Maniak
Agile Auditing - Rick A. Wright Jr. CIA
The Why and How of Auditing - Charles B. Hall
A Journey into Auditing Culture – Susan Jex, Eddie J. Best

504 - INCOME TAX & GST

INCOME TAX

UNIT – I

Income Tax: Introduction , Basic concepts, Assessment Year, Previous year, Person, Income, GTI, Total Income, Agricultural income, Residential Status, Income from Salary.

UNIT – II

Income from House property, Profits and gains from Business or Profession

UNIT – III

Capital gains, Income from other sources, Set off and Carry forward of losses, Deductions (U/s 80C).

GOODS AND SERVICE TAX

UNIT – IV

Over view of GST, GST models in world, Indian GST Model, GST Council - Decisions on GST administration, Center and State taxes that are subsumed under GST , Subject matters kept outside the purview of GST, Frame work of GST, Input Tax credit, ISD, Computation of GST Liability.

UNIT – V

GST Registration, Conditions and Procedure for registration, Provisions for Casual /Non-Resident Taxable person, Effect of Registration, Composition Scheme , Tax Invoice , Credit and Debit Notes, Payment of GST, Ledgers, Refunds, Assessment, Audit, E-way bill, Offences, Overview of IGST and Compensation to states.

Reference books:

1. H.C.Mehrothra, Income Tax
2. Dr.Vinod. K.Singhanian and Monica Singhanian, Income Tax
3. Bhagawati Prasad, Law and Practice of Income Tax
4. Dinkar Pagare, Law and Practice of Income Tax
5. Mahesh Chandra & Goyal, Income Tax Law and practice
6. Gaur & Narang, Law and Practice of Income Tax

SEMESTER –V ELECTIVE PAPERS

Choose at least ONE subject from each specialization.

Marketing Management Specialisation Subjects

505 - PRODUCT AND BRAND MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

506 –RETAIL MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

507 –ADVERTISING AND SALES PROMOTION MANAGEMENT

Unit – I

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

Unit – II

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

Unit – III

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

Unit – IV

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

UNIT – V

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

References:

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

Financial Management Specialisation Subjects
508 - FINANCIAL SERVICES AND MARKETS

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

509 - BANK MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

References:

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

510 - FINANCIAL MARKETS AND INSTITUTIONS

Unit – I

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

Unit – II

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

Unit – III

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

Unit – IV

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

Unit – V

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

Reference books:

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

Human Resource Management Specialisation Subjects

511 – MANAGEMENT OF INDUSTRIAL RELATIONS

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Reference books:

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

512 - COUNSELING

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

References:

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

513 - HUMAN RESOURCE PLANNING

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

References:

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

Systems Specialisation Subjects

514- ACCOUNTING AND DATABASE MANAGEMENT SYSTEM

UNIT –I

Database versus Traditional file system, concept of database, Database management system advantages and disadvantages of DBMS.

UNIT-II

Components of database management system, DBMS architecture

UNIT-III

Database models- Hierarchical model, Network model, Relational model and object oriented database model

UNIT –IV

Entity Relationship model- Entities, attributes and relationships diagrams

UNIT-V

Accounting and DBMS- Entities and Relationships in accounting system, Data catalogue Management

Reference books:

1. Financial accounting 6th edition VIKAS PUBLISHING HOUSE PVT LTD. By SN. Maheswari, Suneel K. Maheswari
2. “Database Management Systems” by Raghuramkrishnan, second editions.

515- MANAGEMENT OF SOFTWARE PROJECTS

UNIT –I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

Implementation issues – Structured Coding Techniques.

UNIT – V

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

Reference books:

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

516 – SYSTEMS ANALYSIS AND DESIGN

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

References:

1. JeffrayA,Hoffer,JoeyF.GeorgeandJosephs.Valacich:**ModernSystemsAnalysisand Design** (PearsonEducation).
2. JamesA.Sen:**AnalysisandDesighofInformationSystems**(McGrawHill)
3. IgorHawryszkiewicz:**SystemsAnalysisandDesign**(PrenticeHall)
4. M Awad: **Systems Analysis and Design** (Galgotia Publications)
5. Nair NG: **Management Systems** (S. Chand)

SEMESTER-VI

601 – INTERNATIONAL BUSINESS MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

602 - STRATEGIC MANAGEMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT-V

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

Reference books:

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

603– BUSINESS LAWS AND ETHICS

UNIT – I

Contracts Act, 1872 – Essentials of Valid Contract – Void and unlawful contracts – Discharge of Contract, performance of contracts, Quasi Contracts, Remedies for Breach of Contract, Quantum Meruit – Special contracts: contingent contracts – indemnity, guarantee, bailment, agency contract. Specific Relief Act, 1963

UNIT – II

. An overview of Law relating to Specific Relief, Limitation and Evidence Acts.
Sale of Goods Act, 1930 – Sale and agreement to sell – conditions and warranties – ownership transfer – Negotiable Instrument Act – Negotiable instruments types – important features – negotiations – dishonour

UNIT – III

Company management – Meeting and Proceedings – Prevention of oppression and mismanagement – Board of Directors – role, functions.
Law of Arbitration and Conciliation Act.1996 - Environment protection Act,1986 – Public Liability Insurance Act, 1991-The National Green Tribunal Act, 2010.

UNIT – IV

Consumer Protection Act: Salient features of CPA, Objectives of CPA, Definition of Consumer under the Act, Basic Rights of Consumer –Mechanisms for Redressal of complaints regarding Defect in Goods and Deficiency in Services - Consumer Councils.

UNIT – V

Right to Information Act, 2005: Meaning of Information and Right to Information – Public Authority, Public Information Officer, Exemption from Disclosure of Information – Central/State Information Commission – Time Frames with in which Desired Information is made available – Penalties for not Making available the Desired Information.
Ethics and Morals - Ethical practices and guidelines – Internal to the Organisation, Power freedom – External to the Organisation.

Reference books:

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

604 - INDUSTRIAL PROJECT COURSE

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 3 - 4 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field diary and present synopsis and IPC Seminars (2) during the course of 6th semester. The project report should be submitted to the department before the commencement of the semester – end examinations. Internal 30 Marks, Project Report 70 Marks (External).

SEMESTER VI (ELECTIVES)

Choose at least ONE subject from each specialization
Marketing Management Specialization Subjects

605-DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT – IV

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

UNIT- V

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

Reference books:

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

606 –INDUSTRIAL MARKETING

UNIT-I

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

UNIT-II

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

UNIT-III

Pricingstrategy-Listandnetprices–Discounts-CompetitivebiddingContractsandprice implications

UNIT-IV

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

UNIT-V

Channelmanagement-Channelconflicts–Logistics-Marketingcontrol-Designofcontrol system- ControlofIndustrialMarketingOperations.

References:

- 1 Krishna K.Havaladar: **Industrial Marketing** (Tata McGraw Hill)
2. AndersonandNaurus:**BusinessMarketingManagement**(PearsonEducation)
3. Alexander,Cross&Hill:**IndustrialMarketing**(Taraporevala)
4. Reeder, Brierty and Reeder: **Industrial Marketing** (PrenticeHall)
5. CSG.Krishnamacharyulu&Lalitha.R:**Industrialmarketing**(Jain)

607– CONSUMER BEHAVIOUR

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT –V

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

Reference books:

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

Financial Management Specialisation Subjects
608-INTERNATIONAL FINANCE

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

609-RISK MANAGEMENT AND INSURANCE

UNIT – I

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

UNIT – II

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

UNIT –III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

610 – FINANCIAL DERIVATIVES

UNIT – I

Introduction : Futures and options market in India -Futuresvs.ForwardContracts.Margins. Types of orders. Hedging & speculation - Tax treatment of gains and losses - Portfolio insurance.

UNIT – II

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

UNIT – III

Swaps–Interestrateswaps-Foreigncurrencyswaps-Creditrisk,valuationofswapcontracts-Options –Margins

UNIT – IV

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

UNIT - V

ValuationofOptions:Binomialtrees,onestepandtwestepBinomialmodel,RiskNeutral Valuation.Black–Schools–Mertonmodel,impliedvolatility,valueatrisk.

References books:

1. JohnC.HullOptions:**FuturesandotherDerivatives**(Pearson)
2. Somanathan: **T.V: Derivatives** (Tata McGrawHill)
3. Thumas,Susan:**DerivativesMarket’sinIndia**(TataMcGrawHill)
4. N.R.Parasuraman:**FundamentalsofFinancialDerivatives**(WileyIndia)
5. MadhumathiRanganatham:**DerivativesandRiskManagement**(Pearson)
6. S.L.Gupta: **Financial Derivates:** (PHILearning)

Human Resource Management Specialisation Subjects

611 – ORGANISATION DEVELOPMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

Structural Interventions – Comprehensive Interventions – Training Experiences

UNIT – V

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

Reference books:

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

612–DEVELOPMENT OF HUMAN RESOURCES

UNIT – 1

HRD-Macro Perspective: HRD Concept, Origin and Need, HRD as a Total System;Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.

UNIT -2

HRD–Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal,Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning,OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD

UNIT – 3

Instructional Technology for HRD: Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD

UNIT – 4

Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

UNIT – 5

Training Methods: Training with in Industry (TWD): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training

Reference books:

1. Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
3. Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
5. Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
6. Rao, T.V: HRD Audit, Sage Publications, New Delhi .
7. ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill , New York .
8. Rao, T.V: Human Resource Development, Sage Publications, New Delhi .
9. Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi .

613 -GLOBAL HUMAN RESOURCE MANAGEMENT

UNIT –I

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

UNIT – II

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

UNIT –III

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

UNIT – IV

International Compensation Management – Performance Management – International Industrial Relations

UNIT – V

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

Reference books:

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

Systems Specialisation Subjects
614 -DATA MINING AND DATA WAREHOUSING

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

1. Michael J. Corey, Michael Abbey :**Data Warehousing Oracle** (Tata McGraw Hill)
2. Data Mining and Data Warehousing : Bharat Bhushan Agarwal & Sumit Prakash Tayal
3. Data Mining and Warehousing Book : Charu Chhabra.

615 - EXPERT SYSTEMS AND ARTIFICIAL INTELLIGENCE

UNIT- I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

References:

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

616 - IT & E-BUSINESS

UNIT- I

E-commerce: overview, definitions, advantages and disadvantages of E-commerce, management perspective, rule and regulations for E-Commerce.

UNIT - II

E-commerce technologies: relationship between E-Commerce and networking, different types of networking for E-Commerce. Internet, Intranet and Extranet.

UNIT- III

Business models of E-Commerce: model based on transaction type and model based on an action party- B2B, B2C, C2B, C2C, E-Commerce, strategic methods for developing E-commerce.

UNIT- IV

Enterprise resource planning (ERP): concept and variables, Decision Support Systems, basic concepts of technology for MIS, Data base Management system, application of manufacturing and service sector, Oracle, SAP, PeopleSoft and Baan.

UNIT - V

Risk of E-Commerce: overview, security for E-commerce, Security Standards, firewall, Cryptography, key management, password systems, digital certificate, and digital signature.

Reference books:

IT & E-Business by Prof.SK.Mukhopandhyay

Published by NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

KOLKATA- 700107

SEMESTER-VII

701 - QUANTITATIVE MANAGERIAL ECONOMICS

UNIT - I

Objectives of a firm – Profit theories – Detailed analysis of Principles of Managerial Economics – Mathematical form of demand function – Analysis on different types of elasticity of Demand - Demand forecasting statistical methods.(Theory & Problems)

UNIT – II

Cost Concepts and classification – Types of Production cost and their measurement, the behaviour of total cost in short run and long run-Short run TC, TFC, TVC, ATC, AFC, AVC and MC curves - Mathematical form of cost function (Linear, Quadratic & Cubic) – Determination of Marginal Cost, Fixed cost, Variable cost and Average cost from total cost function- Mathematical form long term cost function - Mathematical equation of total revenue - Determination of Marginal revenue and average revenue – Problems on break even analysis using total cost and total revenue equations – Analysis of breakeven chart.

UNIT – III

Mathematical form of Production function, Differences between short term and long term production functions – Laws of variable proportion – Estimation of short term production function (Linear, quadratic, cubic and power production functions)- Measurement of AP and MP - Output elasticity – Production function through isoquant curve – isoquants, Properties of isoquants, Economic region, iso-cost line, Producers equilibrium -Least cost factor combination. Returns to scale through isoquants.(Theory and Problems)

UNIT – IV

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

UNIT – V

Investment Analysis – Meaning of investment - Time value of money - Business risk and Finance risk – Types of capital expenditures – Steps in capital budgeting, comparative analysis of various techniques of capital budgeting (Theory and Problems)-

Reference books:

Managerial Economics: G S Gupta (Tata McGraw Hill)

Managerial Economics – Dr.D.M. Mithani

Managerial Economics – R.L. Varshny and K L Maheswari

702-ADVANCED BUSINESS MATHEMATICS AND STATISTICS

UNIT – 1

Theory of Equations: Linear equations in one and two variables, Transformations, Rational and irrational numbers, Surds–Solution of Linear, Quadratic and Simultaneous Equations(only two variables) –Factorization –Binomial Theorem .Commercial Arithmetic: Simple interest and Compound interest including half yearly and Quarterly calculations,Discounting and Compounding principles, Present value of sum of money, Future value of present amount of money, Annuities, Sinking fund. Sequence and Series, Inequalities, constraints, Progressions: AP, GP, AGP and HP.

UNIT – 2

Vector Algebra: Introduction and Definition of vector, Types of Vectors, Magnitude of Vector, Operations on Vectors. Matrix Algebra: Determinants and applications in Solutions of Linear Equations, Cramer’s Rule, Matrix inversion method, Rank of a Matrix. Limits and Continuity, Finding Derivatives Using First Principles. Rules for differentiation, Differentiation of implicit functions, Parametric functions, Exponential and Logarithmic functions, Concept of Partial differentiation (only two variables)Applications of differentiations in Business.

UNIT – 3

Indefinite Integrals- Introduction and standard Formulae, Evaluation of Indefinite Integrals using Standard Formulae, Substitution Method and Rule of Integration by Parts, Integration by Partial Fractions. Concept of Definite Integrals. First order Differential equations, Applications of Integration in business.

UNIT – 4

Theoretical Distributions: Binomial, Poisson and Normal. Sampling Theory, Sampling Distribution and Testing of Hypothesis: Large sample and Small Sample tests – Analysis of Variance.

UNIT – 5

Index Numbers and Time series analysis

Text Book: Business Mathematics And Statistics –Advanced level, R.K. Ghosh and S.Saha

Reference books:

1. Mathematics for Management- M Raghavachari (Tata Mc Graw-Hill Publications)
2. Business Mathematics – S.P. Rajagopalam, R. Sattanathan(Tata Mc Graw
3. 3.Business Mathematics-D.C Sancheti &V,K.KAPOOR,SULTAN CHAND & SONS
4. . Richard I. Levin & David S. Rubin: STATISTICS FOR MANAGEMENT, (Pearson Education)
5. Glyn Davis & Branko Pecar: BUSINESS STATISTICS Using Excel, (OXFORD)
6. David Whigham: BUSINESS DATA ANALYSIS Using Excel, (OXFORD)
7. David M. Levine et al: BUSINESS STATISTICS, A First Course (Pearson Education)
8. S.P. Gupta & M.P. Gupta: BUSINESS STATISTICS, (Sultan Chand)
9. Beri G.C: BUSINESS STATISTICS, (Tata McGraw Hill)

703. SYSTEMS APPLICATIONS AND PRODUCTS IN DATA PROCESSING (SAP)

UNIT-I

Introduction to SAP, Evaluation of SAP, Career Opportunities in SAP, Introduction to ERP.

UNIT-II

An overview of functional modules to execute key business processes, SAP Financial Accounting (FI), SAP Controlling (CO), SAP Sales and Distribution (SD), SAP Production Planning (PP), SAP Materials Management (MM), SAP Quality Management (QM), SAP Human Capital Management (HCM)

UNIT-III

SAP programming language ABAP, Introduction and Overview of ABAP,

UNIT-IV

SAP Introduction and Overview of BASIS, System Requirements.

UNIT- V

SAP- Architecture, GUI, SAP - Project life cycle

References:

1. “Introduction to ABAP Programming for SAP” by M. de Bruyn- 3rd Edition.
- 2 “The beginners guide to SAP” by Peter Moxon -

704-CORPORATE AND MANAGEMENT ACCOUNTING

UNIT – 1

Valuation of Shares: Meaning –Need for Valuation – Factors affecting Valuation –Methods of Valuation –Asset backing or Intrinsic Value method – Yield Method –Earning Capacity Method –Fair Value Method – Rights Issue and Valuation of Rights Issue.

Valuation of Goodwill: Meaning –Circumstance of valuation of Goodwill – Factors Influencing the value of Goodwill – Methods of Valuation of goodwill – Average Profit Method- Super Profit Method – Capitalization of Super Profit Method – Annuity Method –Capitalisation of Profit Method.

UNIT– 2

Holding Company Accounts: Introduction –Meaning Of Holding Company – Subsidiary Company – Steps – Pre Acquisition Profits – Post acquisition Profits – Minority Interest –Cost of Control or Capital Reserve – Unrealised Profit –Mutual Indebtedness –Preparation of Consolidated Balance Sheet(As per AS).

Liquidation of Company: The meaning and salient features of liquidation.

The legal provisions with respect to different modes of winding up, viz Compulsory winding up, voluntary winding up and winding up subject to supervision of the court. The term “Contributories” and “adjustment of rights of contributories”. The order of payments to be followed by the liquidator in making the payments out of realisation. The term “preferential payments”. The Procedure for preparation of statement of affairs and deficiency/surplus account. The Procedure for preparation of liquidators final statement of account(Theory and Problem).

UNIT – 3

Budgets and Budgetary Control: Meaning – Need – Objectives and Functions – Advantages and Limitations. Types of budgets, budget key factor, preparation of cash budgetand flexible budget, Zero based budgeting.

Break even analysis: Concept of cost, variable cost and fixed cost, P/V ratio, Contribution,Break even sales and sales for desired profit. Margin of safety, Applications of break even analysis.

UNIT – 4

Ratio Analysis: Meaning and uses of ratios. Types of ratios- solvency ratios(short term and long term), Profitability ratios, Turnover/activity ratios and Market test ratios Leverage ratios – operating , financial and combined leverages(Theory and problems).

Cash flow analysis- Different types of activities for cash flow, methods of preparation of cash flow statement (Theory and problems).

UNIT –5

Funds flow analysis- meaning of fund, working capital, Preparation of changes in working capital statement and funds flow statement (Theory and problem) Standard costing and Variance analysis (Theory and simple problems)

Reference books:

1. Cost and Management Accounting - Jain and Narang
2. Management Accounting Sharma and Shashi Gupta
3. Management Accounting Tools and Techniques – Vinayakam
4. Management Accounting – Prabhakara Rao
5. Management Accounting – B.S. Raman
6. I.M. Pandey, Management Accounting.

705 – ORGANISATION BEHAVIOUR

Unit I:Personality

Concept and Definition - Determinants of personality, Personality traits, Personality characteristics and behavior at work: Need patterns, Locus of control, tolerance for ambiguity, self esteem and self concept, Authoritarianism and Dogmatism, Machiavellianisam, self monitoring, Risk taking, Type A and Type B personalities, Work Ethic orientation – Values, attitudes and beliefs –Joung’s Psychological functions– Moddi’s Models of Personality-Erikson’s Development model of Personality- Managers role in channeling tensions- Cultural Similarities and variations in Personality Dimensions: Emotions, Emotional Intelligence – Personality Characteristics of effective mangers- Managerial relevance

Unit II:

Communication

Human Communication Model –Barriers to effective communication – Gate Ways to effective inter personal communication - Models of Inter Personal Communication – Styles of human communication.

Perception

Definition - Perceptual Process –Perceptual process: Perceptual Inputs, Perceptual Throughputs, Perceptual output-Values, Attitudes and Perceptions- Factors influencing the Perceptual Process– Overcoming Perceptual Distortions.

Unit III: Motivation

Motive, Motivation, Motivating –Theories of Motivation: Maslow’s Hierarchy of Need, Alderfer’s ERG theory, Murray’s Manifest Need Theory, White’s Need for Effectance- Cognitive or Process Theories of Motivation: Adam’s Equity Theory, Vroom’s Expectancy Theory, The Porter and Lawler Model, Goal Setting theory, Management by Objectives, Herzberg’s Dual Factor Theory – Reinforcement Theory – Behaviour Modification – Reinforcement Strategies –Relation between Motivation and performance.

Unit IV:Leadership

Leadership as an Influence Process – Importance of Leadership - Leadership and Management - Leader vs Manager - Essential qualities of an effective leader - Theories of Leadership: Trait theory, Behavioral theories(The Michigan Studies, The Ohio State Leadership Studies), Contingency theories(Tannenbaum and Schmidt’s Leadership Pattern, Fiedler’s Contingency Theory, Fidler’s Cognitive Resource Theory, Path-Goal Theory of leadership, Hershey and Blanchard’s Situational Leadership, Leader-Member Exchange Theory)- Likert’s System Four, Managerial Grid.

Unit V:Types of Leaders and Leadership styles

Traditional, Transactional, Transformational, Inspirational and servant leadership and Emerging issues in leadership - Emotional Intelligence and leadership - Trust as a factor, Gender and Leadership. Organizational Context of Leadership and Personality - Contemporary Business Leaders - Leadership and Technology.

Reference books:

1. Organisation Behaviour – Uma Sekaran (TataMcGraw Hill Education Private Limited)
- 2.Organisational Behaviour - M.Parikh and R.Gupta (TataMcGraw Hill Education Private Limited)
3. Organisationa Behavior - D. Nelson, J.C Quick and P. Khandelwal, (Cengage Publication).

706: ADVANCED HUMAN RESOURCE MANAGEMENT

UNIT –I

Environmental Trends affecting HRM –Challenges facing HRM in the Knowledge Economy – Multiple Roles of HR Manager – Role of HRM in Managing Organisation Change and Transformation – An Over view of HR Evaluation – An over view of Human Resource Planning (HRP) – Relation ship between Business strategy and HRP – Objectives of HRP

UNIT –II

Job analysis, Employee Turnover Rate, Absenteeism Rate– Matching Demand and supply forecasting – Managing HR shortages –Job Design - Job Description – Job Enrichment – Job Enlargement – Acquiring Human Resources –Staffing Process – Environmental factors affecting the staffing efforts of an organisation – Sources of recruitment advantages and disadvantages – Recruitment sources and Methods - Methods of Employee selection – Classification of types of employee interviews .

UNIT – III

Purpose and benefits of Training and Development – HRM approaches to Training and Development – Linkage between Business Strategy and Training – The Process of Training and Development – Classification of Training and Developing Methods – Stages and Criteria for Training Evaluation – Special forms Training and Development (Team Training, Diversity Training, Training for Global assignments, Training for leadership skills, Orientation Training) and New developments in Training and Development. Career planning - Mentoring.

UNIT - IV

Uses and Objectives of Performance Management system – Steps in Performance management Process - Types of Performance Evaluation criteria – Methods of Performance appraisal – Pros and cons of performance appraisal methods.

Compensation and Reward Management – Meaning and objectives of Compensation and Rewards – Classification of Compensation and Rewards – Job evaluation methods – Types of Incentives – Types of Benefits - Determinants of Compensation and Rewards – Business Strategy and Compensation.

UNIT – V

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

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

Reference books:

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

707. ADVANCED MARKETING MANAGEMENT

UNIT – I

Understanding Marketing Management: Understanding the critical role of Marketing in Organisations and Society - Building Customer Satisfaction through Quality , Service and Value - Laying the ground work through Market-Oriented Strategic Planning - Managing the Marketing Process and Marketing Planning.

UNIT –II

Analysing Marketing opportunities: Marketing Information System and Marketing Research - Analysing the Marketing environment - Analysing Consumer Markets and Buyer Behaviour - Analysing business Markets and Business Buying Behaviour – Analysing Industries and competitors- Researching and Selecting target Markets: Measuring and Forecasting Market Demand – Identifying Market Segments and Selecting Target Markets.

UNIT –III

Developing Market Strategies: Differentiating and Positioning the Market Offer – Developing, Testing and Launching New Product and services – Managing Product Life Cycle and Strategies – Designing Marketing Strategies for market leaders, challengers, Followers and Nichers – Designing strategies for the Global Marketplace

UNIT –IV

Planning Marketing Programs: Managing Product Lines, brand and Packaging – Managing Service business and Ancillary Services – Design Pricing Strategies and Programs Selecting and Managing Marketing Channels – Managing Retailing, Wholesaling and Physical Distribution system – Designing communication and Promotion-mix Strategies – Designing Effective advertising Programs – Designing Direct Marketing, Sales, Promotion and public Relations – Managing the sales force .

UNIT – V

Organising, Implementing and controlling Marketing Efforts: Organising and Implementing Marketing Program – Evaluating and Controlling Marketing Performance:.

Reference books:

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

708--ADVANCED FINANCIAL MANAGEMENT

UNIT – 1:

Nature, Scope and Objectives of Financial Management, Risk-Return and value of the Firm: Objectives of the firm; Profit Maximisation vs. Wealth Maximisation; Emerging roles of Finance Managers. Capital Budgeting: Compounding and Discounting Techniques – Concepts of Annuity and Perpetuity; Capital Budgeting Process; Techniques of Capital Budgeting – Discounting and Non-Discounting Cash flow Methods; Capital Rationing; Risk Evaluation and Sensitivity analysis.

UNIT – 2:

Capital Structure: Introduction – Meaning and significance; Optimal Capital Structure; Determinants of Capital Structure; Theories of Capital Structure; EBIT – EPS Analysis; EBITDA Analysis; Risk and Leverage; Effects of Leverage on Shareholders Returns.

Sources of raising Long-term Finance and cost of capital: Sources, Meaning, Factors Affecting Cost of Capital; Methods for Calculating cost of capital; Weighted Average Cost of Capital; Marginal Cost of Capital.

UNIT – 3:

Project Finance: Project Planning – Preparation of Project Report, Project appraisal under Normal Inflationary and Deflationary Conditions; Project Appraisal by Financial Institutions – Lending Policies and Appraisal Norms by Financial Institutions and Banks; Project Review and Control; Social Cost and Benefit analysis of Project. Term Loans from Financial Institutions and Banks; Lease and Hire Purchase Finance; Venture Capital Funds; Private Equity; International Finance and Syndication of Loans, Deferred Payment Arrangements; Corporate Taxation and its Impact on Corporate Financing; Financing Cost Escalation.

UNIT – 4:

Dividend Policy: Introduction – Types; Determinants and Constraints of Dividend Policy; Forms of Dividend; Different Dividend Theories.

Working Capital: Meaning, Types, Determinants and Assessment of working capital requirements, Negative Working Capital; Operating Cycle Concept and applications of Quantitative Techniques; Management of Working Capital – Cash Receivables Inventories; Financing of working capital; Banking Norms and Macro Aspects; Factoring and Forfeiting.

UNIT – 5:

Corporate financial Reporting; Various requirements of corporate financial reporting; Value added Statements: Economic Value Added statements (EVA), Market Value Added statements(MVA) and Shareholders Value Added statements(SVA)

Reference books:

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

709 - PRODUCTION AND OPERATIONS MANAGEMENT

UNIT – I

Nature of Production – Production as a system – Production System Concepts – Production System Model .Production as an Organisational Function – Decision Making in Production –the decisions made by operations manager about the activities of production system –POM decisions and Their applications.

UNIT –II

Importance of Production Function, Distinction between Production and Operations management, Scope of Production and Operation Management.Characteristics of Modern Production and Operation Functions, Organisation of Production Function, Recent Trends in Production / Operations Management.

UNIT –III

Inventory Management- Meaning and Definition of Inventory, Inventory management and Inventory control – Types of Inventories – Objectives of inventory management, Techniques of Inventory control, Meaning of Economic Order Quantity(EOQ), Costs Associated with EOQ , Fixation of different Stock Levels, Measurement of The effectiveness of Inventory Management.(Theory and Problems)

UNIT –IV

Concepts of Productivity – Production Systems – Work Study : Method study and Work Measurement- Production/Operations Planning and control – Objectives of Production Planning and Control – Production/Operation Cycle –Phases in Production Planning and control system –Main functions of Production Planning and Control.

UNIT -V

Project Management – Project Planning and control Techniques – Project scheduling Techniques – Programme evaluation & Review technique(PERT) – Critical Path method(CPM) – CPM time analysis – Determining Probability of Meeting Scheduled Date in PERT Analysis – Crashing CPM Networks – Comparison of PERT and CPM .(Theory & Problems)

Reference books:

K. Aswathappa K. Sriddhan Bhat: Production and Operations Management (Himalaya)
Muheleman and Sudhir B: Production/ Operations Management, Pearson Education
S.N.Chary : Production and Operations Management, Tata McGraw Hill
R. Panneer Selvam: Production and Operations Management, Prentice Hall of India
Adam Ebert: Production & Operetions Management, Prentice Hall of India
Kanishka Bedi: Production and Operations Management (OXFORD)

710 – COMPUTER AND COMMUNICATION LAB

- a). MS Office Lab
- b). Tally
- c). DBMS Lab
- d). SAP
- e). Data Mining Lab

SEMESTER –VIII

801 - ADVANCED STRATEGIC MANAGEMENT & CORPORATE FINANCE AND RESTRUCTURING

UNIT –I

Strategic Management– Steps in Strategic management Process –Grand and Growth strategies

UNIT – II

Financial Strategy and Planning, Risk Evaluation and Capital Budgeting, Dividend and Retention Policies, Designing Capital Structure, Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring,

UNIT – III

Mergers & acquisitions concept, types and process, Accounting for Mergers & Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defence Tactics.

UNIT –IV

Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation.

UNIT -V

Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts

Reference Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition
3. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
4. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
5. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
6. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition

7. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
8. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition
9. Mergers, Acquisitions & Corporate restructuring, Patrick Gaughan, Wiley, Latest Edition
10. Mergers, Acquisitions and business valuation, Excel books, Ravindhar Vadapalli, Latest Edition
11. John C. Michelson, Restructuring for Growth, TATA McGraw Hill, Latest Edition
12. Financial Management, I M Pandey, Vikas Publication, Latest Edition
13. Financial Management, Prasanna Chandra, TATA McGraw Hill, Latest Edition

802. COMPUTER PROGRAMMING LAB IN C++ and JAVA/PYTHON

Choose at least one and maximum three subjects from each specialization.

Marketing Management Specialisation Subjects

803. MARKETING OF SERVICES

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

804:SALES AND CUSTOMER RELATIONSHIP MANAGEMENT

UNIT – I

Sales Management— Nature and Importance- goals and functions - salesmanship - buyer-seller dyads - Theories of selling - Selling process –Stages in the Selling Process –Organizing the Sales Effort- Sales Forecasting and Budgeting-Sales Territories – Routing and Setting Sales Quotas - Sales Contests - Recruitment and Selection of Sales force –Sales Training – Motivating and Leading the Sales Force - Interview Techniques

UNIT – II

Compensation of Sales Force- Straight Salary- Straight Commission- Combination Plans- Non-financial Rewards -Evaluation and Control of the Sales Program-Cost Analysis- Evaluating Sales Person Performance

UNIT - III

.Introduction to CRM – Conceptual Foundations of CRM – Evolution of CRM - Building Customer Relationship Management – Economics of CRM – The Relationship-Selling concept.CRM in Consumer Markets – Customer Service and Contact Centres for CRM – Customer Satisfaction and Loyalty – Customer Acquisition, Retention and Development – Complaint Management – Sales Force Automation.

UNIT – IV

Technological Tools for CRM – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People Soft and E – CRM Managing CRM Project – Planning CRM Programme – Implementation issues in CRM Technological and – Operational Issues in implementing CRM – Organising CRM. CRM Evaluation - Benefits and barriers to CRM.

UNIT - V

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

Reference books:

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

805– DIGITAL MARKETING

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

806 - INTERNATIONAL MARKETING

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Reference books:

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

Human Resource Management Specialisation Subjects

807: INDUSTRIAL AND LABOUR LAWS

UNIT-I

Industrial Relations Laws – Industrial Employment (Standing Orders) Act, 1946 - Industrial Dispute Act, 1947 - Indian Trade Unions Act, 1926.

UNIT-II

Social Security Laws – Employee Compensation Act, 1923 - Employees State Insurance Act, 1948 - Employee Provident Fund & miscellaneous Act, 1952 - Payment of Gratuity Act, 1972 - Maternity Benefit Act 1961.

UNIT -III

Wage and Bonus Laws – Minimum Wages Act, 1948 - The Payment of Wages Act, 1936 - Payment of Bonus Act, 1965 – Equal Remuneration Act, 1976.

UNIT -IV

Laws Relating to Working Conditions – Factories Act, 1948 -Apprentice Act, 1961.

UNIT - V

The Child Labour (Prohibition and Regulation) Act, 1986 – Contract Labour(Regulation and abolition) Act, 1970.

References:

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

808: TRAINING AND REWARD MANAGEMENT

UNIT -I

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

UNIT - II

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

UNIT -III

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

UNIT - IV

Introduction – Significance – Behavioural Aspects of Employee Compensation and Concepts of Equity – Economic Theories – Wage Policy–Meaning–Types–Wage Structure–Wage Differentials – Wage Levels – Wage Policies – Decisions -Wage Determination–Factors Influencing Wage Fixation – Methods of Job Evaluation– Job Pricing–Wage and Salary Surveys–Rationalising and Developing Wage Structures.

UNIT – V

Components of Pay –Fringe Benefits–House Rent Allowance–Dearness Allowance – Money and Real Wages – Consumer Price Index. Bonus – Concept – Bonus Regulations –Negotiations with Unions - Wage Incentives – Wages and Motivation – Linking Wages with Productivity – Individual and Group Incentives – Plant Wide Schemes – Productivity Gain Sharing Schemes –Experiences in India.

Reference books:

1. Narain, Laxmi :Managerial Compensation and Motivation In Public Enterprises (Oxford)
2. Sibson : Wages and Salaries (American Management Association)
3. Michael Armstrong : Reward Management (Kogan)
4. Milkovich & Newman : Compensation (Tata McGraw Hill)
5. Barry Gerhart & Sara L Rynes : Compensation (Sage)
6. P N Blanchard, J W Thacker and V Anand Ram: Effective Training – Systems, Strategies and Practices (Pearson)
7. Raymond A Noe : Employee Training and Development (McGrawHill)
8. Madhurima Lall and Sheetal Sharma : Personal Growth and Training & Development (Excel Books)
9. Dr.Rishipal : Training and Development Methods (S.Chand)

809– MANAGEMENT OF CHANGE & STRESS

UNIT–I

Concept of Change, forms of change, need for change, problems of change. Resistance to change, causes for resistance, methods and techniques of overcoming resistance to change -Elements of planned change, strategies of planned change, methods and techniques of planned change, environment change process, role of change agent -Consultation process, positioning and functioning of change agent, social and ethical problems in organisational change,

UNIT–II

Controlling and regulating change, application of behavioural science concepts to organizational change - Developing Organization for change – Methods and techniques for assessing readiness for change.

UNIT–III

Stress: Meaning, discovery of stress, General Adaptation Syndrome, inevitability of stress, stress and estruses – Classification of stressors, Physical and emotional stressors – Impact in the human being, bodily changes, the nervous mechanism and hormones release – Sources of Stress - Stress in colleges – Students challenges, opportunities, coping – life script formation – Myths - Assumptions of Stress Management

UNIT–IV

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

UNIT–V

Managing stress – coping responses – Relaxation techniques – Breathing techniques – Mediation – Muscular Relaxation – Bio feedback system – Visualization and imagery – Self Talk – Positive self control – Sleep Management – Exercise and body tune up – Aerobic exercise – Benefit of exercise - Assertive Management – Time Management – Professional counselling – Development of B behaviour and hardiness – Social Networking – Organizational coping strategies – Healthy mind and life activity – Spiritual outlook and wellness.

References:

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

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

810-EMPLOYEE WELFARE

UNIT –I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

Financial Management Specialisation Subjects

811 –INDIAN FINANCIAL SYSTEM

Unit – I:

Financial System: Introduction – Meaning – Classification of Financial System. Financial Markets – Functions and significance of Primary Market, Secondary Market, Capital Market & Money Market.

Unit – II:

Financial Institutions : Types of Banking and Non-financial Institutions. Constitution, Objective and functions of IDBI, SFCs, SIDCs, LIC, EXIM bank. Mutual Funds: Features and Types.

Unit –III:

Commercial Banks: Introduction – Role of commercial Banks –Functions of Commercial Banks – Primary Functions and Secondary Functions –Investment Policy of Commercial Banks. Narasimham Committee report on banking sector.

Unit – IV:

Regulatory Institutions: Reserve Bank Of India(RBI) – Organisation – Objectives – Role and Functions . The Securities Exchange Board of India(SEBI)- Organisation and Objectives.

Unit –V:

Financial Services: Meaning & Definition – Features –Importance. Types of Financial Services – Factoring. Leasing, Venture Capital, Consumer Finance: Housing and Vehicle Finance

Reference Books:

1. Vasantha Desai: **The Indian Financial system**, PHP
2. G. Ramesh Babu: **Indian Financial System**, PHP
3. Meir Kohn: **Financial Institutions and Markets**, SBH
4. FredericSMishkin&StanleyY.Eakins:**FinancialMarketsandInstitutions** (Pearson Education)
5. MYKhan:**IndianFinancialSystem**(TataMcGraw-Hill)
6. VasantDesai:**TheIndianFinancialSystemsandDevelopment**(Himalaya)

812: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Unit – 1: Security analysis

Fundamental analysis, Economic analysis, Industry analysis, Company analysis, Technical analysis, Momentum analysis – arguments and criticisms Market indicators, Support and resistance level, Patterns in stock price, Statistic models, Bollinger bands.

Unit – 2: Portfolio Management

meaning, objectives and basic principles, discretionary and nondiscretionary portfolio managers, Theories on stock market movements – Dow Jones Theory, Markowitz Model,

Unit – 3: Risk analysis

types, systematic and unsystematic risk, standard deviation and variance, security beta, market model, alpha

Unit – 4: Portfolio analysis

CAPM and assumption, Security and Capital market line, decision-making based on valuation, risk return ratio, arbitrage pricing model, portfolio return,

Unit – 5: Portfolio risk

co-efficient of variance, co-variance, correlation coefficient, correlation and diversification, minimum risk portfolio, hedging risks using risk free investments, project beta, levered and unlevered firms and proxy beta

Reference books:

1. Security Analysis and Portfolio Management by Punithavathy Pandian
2. Investment Analysis and Portfolio Management Prasanna Chandra
3. Security Analysis and Portfolio Management by Anju B. Nandrajog

813. WORKING CAPITAL MANAGEMENT

UNIT – I

Working Capital Policy

Concepts of Working Capital ,Components of Current Assets, Permanent and Variable Working Capital, Determinants of Working Capital, Estimating Working Capital Needs, Currents Assets Financing Policy, Operating and Cash Conversion Cycle.

UNIT – II

Cash Management

Facets of Cash Management, Motives for Holding Cash, Factors Determining Cash Needs, Cash Budgeting, Long – term Cash Forecasting, Managing Cash Collections and Disbursements, Optimal Cash Balance, Investment of Surplus Cash.

UNIT – III

Receivables Management

Objectives, Credit Policy: Nature and Goals, Optimum Credit Policy, Credit Policy Variables, Credit Evaluation, Credit Granting Decisions, Collection Policy, Factoring.

UNIT – IV

Inventory Management

Nature of Inventories, Need to Hold Inventories, Objectives of Inventory Management, Inventory Management Techniques, Analysis of Investment in Inventory, Inventory Control Systems.

UNIT – V

Working Capital Finance

Accruals, Trade Credit and other current liabilities, Working Capital Advance by Commercial Banks, Regulation of Bank Finance, Public Deposits, Inter-corporate Deposits, Short-term Loans from Financial Institutions, Commercial Paper.

Reference books:

1. V. K. Bhalla, Working Capital Management: Text and Cases, New Delhi: Anmol Publisher, 2008.
2. M .Y. Khan and P. K. Jain, Financial Management - Text, Problems and Cases, New Delhi: Tata McGraw Hill, 2009
3. Hrishikesh Bhattacharya, Working Capital Management: Strategies and Techniques, New Delhi: Prentice Hall of India Private Ltd, 2009

814-MANAGEMENT CONTROL SYSTEMS

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

Reference books:

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

Systems Specialisation Subjects

815 –OBJECT ORIENTED PROGRAMMING IN C++

UNIT - I

Software Overview, Software development process, Introduction to C++, The character set, Data types, Operators, C++ declarations. Input/output statements, Expression evolution, Assignment statement, Control structures, Pre-processor directives.

UNIT – II

Functions – Parameter passing Function prototypes, Scope rules: Arrays, Strings, I/O formatting, Files.

UNIT – III

Basic concepts of Object Oriented Programming – Objects, Classes, Data abstraction, Data encapsulation, Inheritance, Polymorphism, Dynamic binding, Message passing: Object oriented software development – Class diagram, Object diagram, Use case diagram, State chart diagram, Activity diagram.

UNIT – IV

Classes, and Objects in C++, Constructors, and Destructors, Operator overloading. Type of conversions, inheritance. Pointers, Memory management – new, and delete operators, Dynamic objects

UNIT - V

Binding, Polymorphism, Virtual functions, Templates, Exception handing, C++ STLContainer classes- Iterators-Programming with predefined template classes.

Text Books: 1.Kamthane A.N. Object-oriented Programming with ANSI & Turbo C++ Pearson Education 2003. 2. Ray Lischener,C++ in a Nutshell, Oreilly

References Books:

1. Stroustrup B, The C++ Programmin Language, Special Edition, Addison Wesley, 2000.
2. Wang P.S, Standard C++ with Object Oriented Programming, 2nd edition, Thomson Learning, 2001.
3. Pohl I, Object-Oriented Programming Using C++ 2nd edition, Addison – Wesley, 1997.
4. Deitel and Deitel, C++ How to Program 3rd edition Pearson Education, 2001.
5. Chandra B. Object-Oriented Programming in C++, Narosa Publishing House, 2002.
6. Ravichandran D, Programming with C++, Tata McGraw-Hill, 2003.

816 - DESIGN AND ANALYSIS OF ALGORITHMS

UNIT – I

Introduction – What is algorithm, Space complexity, Time Complexity, Elementary data Structures: Stack and Queues, Trees, Binary tree, Priority queues: Heaps, Heap sort.

UNIT –II

Divide and Conquer –General method –Binary search –Merge sort and Quick sort

UNIT – III

The Greedy method –The general Method –Knap Sack Problem- Three vertex splitting problem- Minimum cost Spanning trees –Prime’s algorithm and Krushkal’s Algorithm.

UNIT –IV

Dynamic Programming –The General Method –All pairs shortest path -The travelling salesman Problem .

UNIT –V

Back Tracking: The general Method – The 8-Queen’s problem.
NP-hard, NP-soft complete problems –Basic Concepts : Non-deterministic algorithms and the classes of NP-hard NP-complete, Cook’s Theorem.

Text Book: Ellis Horowitz, Computer Algorithms

817 – SOFTWARE ENGINEERING

UNIT –I

Introduction to Software engineering: Meaning of Software and Software Engineering –Software Process Models – Software Process Activities.

UNIT – II

Requirement Analysis and Specification:

Software Requirements: Functional and Non functional Requirements – User Requirements –System Requirements –Interface Specifications -Software Requirement Document.

Requirement Engineering Process: Feasibility Studies-Requirement Elicitation and Analysis – Requirement Validation –Requirement Management.

UNIT –III

Software Design:Design Process - Design Concept- Design Models – Design Heuristic – Architectural Design – Architectural Styles – Architectural Mapping Using Data flow.

User Interface Design: Interface Analysis- Interface Design - Component level Design: Designing Class based Components, Traditional Components

UNIT IV

Testing and Maintenance: Software Testing Fundamentals –Internal and External Views of Testing – White box Testing – Basis Path Testing – Control Structure testing – Black Box Testing – Regression Testing – Unit Testing – Integration Testing – Validation Testing –System Testing and Debugging – Software Implementation Techniques: Coding Practices –Refactoring – maintenance and Re Engineering – BPR model – Re-Engineering Process Model – Reverse and Forward Engineering .

UNIT –V

Project Management

Software Project Management: Software Project Management Activities, Project Planning, Project Scheduling and Risk Management.

Reference Books:

1. Software Engineering (INDIA), Pressman, McGraw-Hill
2. The elements of Programming, Kernighan and Plauger
3. Software Engineering, Ian Sommerville, Pearson

818–DATA COMMUNICATION AND COMPUTER NETWORKS

UNIT – I

Introduction to Networks, Internet, Protocols and Standards, The OSI model, layers in OSI model, TCP/IP suite, Addressing, Analog and Digital signals.

Physical Layer: digital transmission, multiplexing, transmission media, circuit switched networks, datagram networks, virtual circuit networks, switch and telephone network.

UNIT –II

Data link layer: introduction, Block coding, Cyclic codes, Checksum, Framing, flow and error control, Noiseless channels, noisy channels, HDLC, point to point protocols.

Medium Access sub layer: Random access, Controlled access, channelization, IEEE standards, Ethernet, Fast Ethernet, Giga-Bit Ethernet, Wireless LANs.

UNIT – III

Connecting LANs, backbone networks and virtual LANs, Wireless WANs, SONET, frame relay and ATM.

Network Layer: Logical addressing, internet working, tunnelling, address mapping, ICMP, IGMP, forwarding, uni-cast routing protocols, multicast routing protocols.

UNIT – IV

Transport Layer: Process to Process delivery, UDP and TCP protocols, SCTP, data traffic, congestion, Congestion control, QoS, Integrated services, Differentiated services, QoS in switched networks.

UNIT –V

Application layer – Domain Name Space, DNS in internet, electronic mail, FTP, WWW, HTTP, SNMP, multi-media, network security.

Reference Books:

1. An Engineering Approach to Computer Networks- S.Keshav, 2nd edition, Pearson Education
2. Understanding Communications and Networks, 3rd Edition, W.A.Shay, Cengage Learning.
3. Computer and communication Networks, Nader F.Mir, Pearson Education
4. Computer Networking: A Top-Down Approach Featuring the Internet, James F.Kuose, K.W.Ross, 3rd Edition, Pearson Education.

SEMESTER - IX

901. INTERNSHIP -The student has to undergo internship and obtain internship certificate from the company in which industrial training is undergone and the internship report should be submitted to the department before the commencement of the semester – end examinations. Internal 30 Marks, Internship Report 70 Marks (External).

INDEX:

Chapter-I

INTERNSHIP & ITS IMPORTANCE

- 1.1 Introduction
- 1.2 Objectives
- 1.3 Benefits of Internship /Training
 - 1.3.1 Benefits to the Industry
 - 1.3.2 Benefits to Students
 - 1.3.3 Benefits to Institute

Chapter-II

AICTE GUIDELINES FOR ORGANISING INTERNSHIP

- 2.1 Internship duration and academic credentials
- 2.2 Training and placement cell in colleges/ universities and its role in providing Internship
- 2.3 Pre- Internship requirements to be fulfilled by the Institutes
- 2.4 Guidelines for students health safety and welfare of apprentices

Chapter-III

GUIDELINES FOR INDUSTRY FOR PROVIDING INTERNSHIP

- 3.1 Identify target/goals
- 3.2 Pre-Internship plan
- 3.3 Prepare a written plan
- 3.4 Recruitment of Intern(s)
- 3.5 Managing/facilitating Intern(s)

Chapter-IV

INTERNSHIP REPORT

4.1 Students Dairy/Daily log

4.2 Internship Report

Chapter-V

MONITORING & EVALUATION OF INTERNSHIP

5.1 Evaluation by Industry

5.2 Evaluation by surprise visit by Staff/ Faculty Mentor visit

5.3 Evaluation through seminar presentation/viva-voce at the Institute

Chapter-VI

AICTE ACTIVITY POINT PROGRAMME

Chapter-VII

Guidelines for Internship/Industrial Project/Industrial Research for PG

Chapter-VIII

AICTE'S ASSISTANCE/FACILITATION

8.1 MoUs with different organisations to facilitate internship programme

8.2 General Internship guidelines

8.3 Mapping of internship programme outcome with NBA Graduate attributes

Chapter-IX

PROCEDURES/ FORMATS FOR ORGANISING INTERNSHIPS

9.1 Format for Student internship program application

9.2 Format for Request letter From Institute to Internship Provider

9.3 Objectives/guidelines/agreement: Internship synopsis format

9.4 Format for Relieving letter of student and industry

9.5 Student's daily/dairy log format

9.6 Format for Supervisor evaluation of intern

9.7 Format for Student evaluation of internship (to be filled by students after internship completion)

9.8 Performa for evaluation of six months industrial training by institute

9.9 Format for evaluation sheet

9.10 Format of Attendance sheet

902. INTERNSHIP VIVA VOCE-(External) – 70 Marks , (Internal)– 30 marks

SEMESTER - X

10.01. INDUSTRIAL PROJECT COURSE

Each candidate is expected to carry out project work in a particular organisation/industry. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field dairy and present synopsis and IPC Seminars (2) during the course of 10th semester. The project report should be submitted to the department before the commencement of the semester – end examinations. Internal 30 Marks, Project Report 70 Marks (External).

10.02. PROJECT VIVA VOCE - (External) – 70 Marks, (internal)– 30 marks

Question Paper Structure for 5 years MBA (Integrated)(BBA+MBA) course Semester End Examinations

Each Subject examination shall have a maximum of 70 marks and the examination shall be for 3 hours duration. The question paper shall have two parts viz Part-A and Part-B

Part-A

Descriptive Type Questions

Each question carries 10 marks – Internal Choice (5 X 10 = 50M)

Unit-I

1 (a) or (b)

Unit-II

2 (a) or (b)

Unit-III

3 (a) or (b)

Unit-IV

4 (a) or (b)

Unit-V

5 (a) or (b)

Part-B (Case study)---20M

