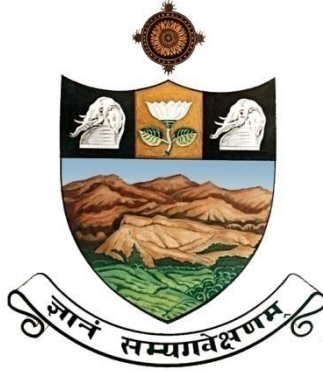


**SRI VENKATESWARA UNIVERSITY**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**TIRUPATI – 517 502**



**MASTER OF BUSINESS ADMINISTRATION (M.B.A)**  
**(For Regular students studying in Dept. of Management Studies, S.V. University**  
**& Affiliated Colleges, S.V. University)**

**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**

**(w.e.f. 2016 – 2017)**

## **DEPARTMENT OF MANAGEMENT STUDIES:**

Department of Management Studies which was started in 1983 has made its Vision, Mission and Objectives clear to primarily produce competent management professionals continuously over the years. These are:

### **VISION**

To be a centre of excellence in the field of management education.

### **MISSION**

To produce globally competent and socially responsible managers, entrepreneurs, teachers and researchers.

### **OBJECTIVES**

- To provide best learning experience in management education by extensive use of information and communication technology tools.
- To create management knowledge through path breaking research and disseminate it.
- To encourage entrepreneurial spirit and foster entrepreneurship.
- To infuse the basic values and transform people as good human beings.

### **A. MBA Program:**

The MBA program is a student centric program with an objective of developing a career in diverse sectors of the industry domestically and globally. The MBA program not only facilitates learning in theory and practice of different functional areas of management but also equips the students with an integrated approach to various functions of management.

The curriculum is designed in a way that Faculty and Students will shift their focus from traditional methodology which excessively focuses on industry towards a broad based learning, encompassing the end to end processes involved in developing entrepreneurial skills looking at needs and demands of broader sections of the society.

### **Program Objectives (POs) –**

- To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- To analyze and synthesize information across disciplines/functions in order to evaluate business opportunities and make sound business decisions.
- To evaluate business environment and opportunities and devise strategies for responding effectively to problems, threats, and opportunities.
- To summarize and apply theories of team composition, process, and motivation (including inclusivity and diversity) to effectively manage work teams.
- To lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- To foster analytical and critical thinking abilities for data-based decision making.
- To harness entrepreneurial approach and skill sets.
- To make them utilize qualitative and quantitative methods to investigate and solve critical business problems.

- To integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to solve business problems.
- To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
- To recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
- To help organizations adapt in the emerging business landscape.
- Ability to develop value based leadership approach.

### **Other Highlights of the Department:**

a) **New Skills & Competencies desired due to dynamic business environment:** The contents and structure of syllabus revolves around the Knowledge, Skills and Attitude (KSA) dimensions, which calls for dynamic job requirements of today

b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude of the MBA graduates. The curriculum imbibes methods necessary to address these concerns of the industry.

c) **Application Orientation:** The course focuses on methodology that will apply management theories, principles and concepts in routine requirement of the industry. This can be achieved through group activity, field work, experiential learning, etc.

d) **Entrepreneurial aspirations and preparedness for the same:** The curriculum will allow students to a confidence level where they can become masters of their own and wish to start up their new ventures and create further growth opportunities.

**At the end of the curriculum students should able to start their own venture and control all the managerial functions. Apart from this students should be able to handle the managerial responsibilities in the corporate world.**

### **B. MBA Program Specific Outcomes are (PSOs):**

1. To imbibe the students with requisite domain knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Economy & Society.
3. To inculcate proactive thinking to ensure effective performance in the dynamic socio-economic and business ecosystem.



<b>101</b>	<b>MANAGEMENT AND ORGANISATIONAL BAHEAVIOUR</b>	<b>L-T-P-C 4-0-0-4</b>	<b>Max Marks 100</b>
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**COURSE OBJECTIVES:**

1. Provide conceptual understanding of management concepts
2. Familiarize the students with the contemporary issues of management
3. Enable them to apply the concepts in the organizations

**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 Dys functionality 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.

**COURSE OUTCOMES:** The student is able to

- Co1: Examine the Management concepts and functions.
- Co2: Apply the concepts of planning, decision making.
- Co3: Apply the concepts of delegation of authority, decentralisation and departmentation in real life situations.
- Co4: Analyse the controlling principles and practices, Ethics and corporate social responsibility.
- Co5: Evaluate the basic concepts of organizational conflicts and climate.

**REFERENCES:**

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

**NOTE TO THE PAPER SETTER:**

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

<b>102</b>	<b>MANAGERIAL COMMUNICATIONS</b>	<b>L-T-P-C 4-0-0-4</b>	<b>Max Marks 100</b>
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**COURSE OBJECTIVES:**

- To provide a basic foundation on communication, process and barriers of communication
- To make the students familiarize with the various types of 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.

**COURSE OUTCOMES: The student is able to**

Co1 : Apply the basic concepts of communication for business correspondence.

Co2 : Distinguish different forms of communication.

Co3: Evaluate different types of communication.

Co4: Adapt report writing skills of different types on need basis.

Co5: Acquire presentation skills along with the interview techniques.

**REFERENCES:**

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

**NOTE TO THE PAPER SETTER:**

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



<b>103</b>	<b>MANAGERIAL ECONOMICS</b>	<b>L-T-P-C 4-0-0-4</b>	<b>Max Marks 100</b>
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**Course Objectives:**

- To provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and managerial economics.
- To demonstrate the application of economic theory to business decision-making.

**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.

**COURSE OUTCOMES:**

Co1: Describe the importance of managerial economics and its contribution to decision making in different types of business organizations by the managerial economist.

Co2: Apply the basic principles of managerial economics.

Co3: Apply demand analysis concept in the real life business situations.

Co4: Discuss the meaning and usefulness of the production function and cost function in analysing the firm's production activity.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

<b>104</b>	<b>ACCOUNTING FOR MANAGERS</b>	<b>L-T-P-C 4-0-0-4</b>	<b>Max Marks 100</b>
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**Course Objectives:**

- To acquaint the students with the fundamentals principles of financial, cost and management accounting.
- To enable the students to prepare, analyse and interpret financial statements.
- To enable the students to take decisions using management accounting tools.

**UNIT – I**

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

**UNIT – II**

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

**UNIT – III**

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

**UNIT- IV**

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

**UNIT – V**

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

**COURSE OUTCOMES: The student is able to**

CO1 : Outline the basic knowledge of accounting, bookkeeping, accounting Principles, accounting cycle.

CO2 : Apply the concepts of journal, ledger and Trail balance.

CO3: Identify the nature of expenditure and revenue for preparation of financial statements of business.

CO4: Examine the role of accounting policies like depreciation.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

<b>105</b>	<b>QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS</b>	<b>L-T-P-C 4-0-0-4</b>	<b>Max Marks 100</b>
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**Course Objectives:**

- To make the students understand the various quantitative techniques that helps in decision making.
- To apply derivatives, differentiation and progressions in managerial decisions.

**UNIT – I**

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

**UNIT – II**

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

**UNIT – III**

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

**UNIT – IV**

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

**UNIT – V**

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

**COURSE OUTCOMES: The student is able to**

CO1 : Recall the fundamentals in Mathematics and Statistics.

CO2 : Demonstrate the methods to solve derivatives, progressions and gaming.

CO3: Choose decision making in a competitive situation.

CO4: Solve transportation Problem with minimum cost of transport of commodities.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

<b>106</b>	<b>INFORMATION TECHNOLOGY FOR MANAGERIAL APPLICATIONS</b>	<b>L-T-P-C 4-0-0-4</b>	<b>Max Marks 100</b>
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**COURSE OBJECTIVES:**

- To introduce the basic concepts of Information Technology
- To focus on different components of information systems and to plan, design and develop such systems.
- To equip the students with the basics of MS office.

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**COURSE OUTCOMES: The student is able to**

Co1: Identify various network topologies.

Co2: Apply Various Mathematical & Statistical Operations Using MS office & MS-Excel.

Co3: Create Effective basic power point Presentations.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

107	BUSINESS STATISTICS	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES**

- To enable the students to know about the importance of statistics in Management.
- To introduce the concepts of correlation, regression time series analysis.
- To introduce the Statistical Tools of Data Analysis.

#### **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.

### **COURSE OUTCOMES: students will be able to learn**

Co1:about the information needs, sources of data and measures of central tendency .

Co2:the concept of Scientific Research and the methods of conducting Scientific Enquiry.

Co3:the Statistical Tools of Data Analysis.



**References:**

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

**NOTE TO THE PAPER SETTER:**

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

108	HUMAN VALUES AND PROFESSIONAL ETHICS	L-T-P-C 4-0-0-4	Max Marks 100
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## COURSE OBJECTIVES

- To enable the students to know about ethics, values and morals
- To introduce the concepts of value based education and its relevance.

### UNIT –I

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

### UNIT –II

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

### UNIT –III

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

### UNIT –IV

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

### UNIT –V

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

**COURSE OUTCOMES:** The students will be able to learn

- Co1: About ethics, values and morals.
- Co2: The concepts of value based education and its relevance.
- Co3: Learn about environmental and social ethics

### References:

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

**NOTE TO THE PAPER SETTER:**

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

201	MARKETING MANAGEMENT	L-T-P-C 4-0-0-4	Max Marks 100
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### Course Objectives:

- To understand the concepts of marketing and marketing mix elements.
- To learn about application of marketing principles in organizations.

#### UNIT – I

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

#### UNIT – II

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

#### UNIT- III

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

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

#### UNIT – IV

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

#### UNIT - V

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

### COURSE OUTCOMES: The student is able to

Co1 : Outline the concepts of marketing.

Co2 : Create the segmentation, targeting and positioning in marketing.

Co3: Analyse various phases of product life cycle.

Co4: Evaluate various methods of pricing and identify the best pricing strategy.

Co5: Evaluate marketing communication strategies.

### References:

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

**NOTE TO THE PAPER SETTER:**

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

202	FINANCIAL MANAGEMENT	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To know the concepts of Financial Management.
- To understand the various uses for finance.
- To familiarize oneself with the techniques used in 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).

### **COURSE OUTCOMES: The student is able to**

Co1: Outline the basic concepts of Financial Management.

Co2: Comprehend the various methods of Investment Analysis and apply various techniques of capital budgeting.

Co3: Adapt the concepts of leverage, capital structure and its effect on the long term survival of the firm.

Co4: Appraise various methods of computation of cost of capital.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

203	HUMAN RESOURCES MANAGEMENT	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
- To study about Job Analysis, Job Description and Job Specification, and other functions of HRM.

### **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 .

### **COURSE OUTCOMES: The student is able to**

Co1 : Outline the functions and challenges of HRM.

Co2 : Apply different concepts of HR Planning, Recruitment, Selection, Training, Interviewing Techniques and Executive Development Programs.

Co3: Apply the uses of job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation.

Co4: Utilize the various methods of performance appraisal.

### **REFERENCES:**

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



**NOTE TO THE PAPER SETTER:**

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

204	Production Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To know the basic concepts of production and operations management and identify types of manufacturing processes.
- To define and explain concept of production planning and control.
- Identify effective plant location and plant layout.
- Design strategies to improve productivity.

#### 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.

### **COURSE OUTCOMES: The student is able to**

Co1 : Apply the basic concepts of production and operations management and identify types of manufacturing processes.

Co2 : Define and explain concept of production planning and control.

Co3: Identify effective plant location and plant layout.

Co4: Design strategies to improve productivity.

**Reference:**

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

**NOTE TO THE PAPER SETTER:**

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

205	Business Research Methods	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES**

- To enable the students to know about the information needs of Management.
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
- To introduce the Statistical Tools of Data Analysis and
- To enable them to conduct a Group Research Study and prepare the report.

#### **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.

### **COURSE OUTCOMES: The student is able to**

- CO1 : Adapt the fundamentals of Business research methodology.  
CO2 : Identify research problem.  
CO3: Apply sample and census survey and measuring techniques.  
CO4: Design data collection techniques.  
CO5: Develop data processing procedures and apply tools.  
CO6: Draft thesis/report writing.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

206	MANAGEMENT INFORMATION SYSTEMS	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- To introduce the concepts of different business system .
- To focus on different components of information systems and to plan, design and develop such systems.
- To understand the various functional information systems.

**UNIT –I**

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

**UNIT –II**

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

**UNIT – III**

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

**UNIT – IV**

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

**UNIT – V**

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

**COURSE OUTCOMES: Student will be able to**

- Understand various types of information systems.
- Analyse the various functional information systems.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

207	OPERATION RESEARCH	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organizations.

**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.

**COURSE OUTCOMES: Student will be able to**

- Understand various concepts and techniques of OR.
- Apply various OR techniques to improve the efficiency of the organisations.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

208	LEADERSHIP VALUES	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand the concept of value based leadership.
- To familiarize with the concepts of teamwork and change management.

#### Unit 1

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

#### Unit 2

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

#### Unit 3

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

#### Unit 4

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

#### Unit 5

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

### **COURSE OUTCOMES: The student is able to**

Co1 : Identify the leadership qualities to run an organization successfully.

Co2 : Appraise the various concepts of value based leadership.

#### Reference Books:

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



**NOTE TO THE PAPER SETTER:**

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

301	BUSINESS ENVIRONMENT	L-T-P-C 4-0-0-4	Max Marks 100
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### Course Objectives:

1. To enable students understand the opportunities and challenges of prevailing and desirable global business environment in which business has to operate.
2. Provide an understanding of the role of business in society.
3. To enable students read, research and discuss the issues through written papers, presentations, industrial visits and role plays in class seminars.

#### 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.

### COURSE OUTCOMES: The student is able to

- CO1 : Outline the basic concepts of business environment and its components.  
CO2 : Analyze the structure of Indian economy.  
CO3: Discuss the components of fiscal policy and balance of payments.  
CO4: Evaluate different trade related policies.

### References:

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

**NOTE TO THE PAPER SETTER:**

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

302	ENTREPRENEURSHIP	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- Providing the knowledge base of Entrepreneurship, and
- Developing tomorrow's owners of business by providing the necessary inputs for the creation of the new ventures.

#### 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.

### **COURSE OUTCOMES: The student is able to**

Co1: Understand the concept of entrepreneurship.

Co2: Analyse entrepreneurship development programs in India and contents for training forentrepreneurial competencies.

Co3: Develop Creativity in entrepreneurship.

Co4: Design the project reports & make project evaluation.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

### **303 – INDUSTRIAL PROJECT COURSE**

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

### **304 – PROJECT VIVA VOCE**

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

311	Consumer Behaviour	L-T-P-C 4-0-0-4	Max Marks 100
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## COURSE OBJECTIVES

- To understand the conceptual foundations of consumer buying behavior.
- To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

### 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.

## COURSE OUTCOMES: The student is able to

CO1 : Evaluate the consumer behaviour and business strategies.

CO2 : Apply the various consumer behaviour models.

CO3: Build the psychological process and develop the effective strategy in terms of impact on consumer behaviour.

## References:

1. Schiffman&Kanuk: **Consumer Behaviour** (Prentice Hall of India)
2. Blackwell, Miniard& Engel: **Consumer Behaviour** (Thomson)
3. Ramesh Kumar: **Consumer Behaviour** (Pearson Education)
4. LeonG.Schistman& Leslie Leaserkarmal:**Consumer Behaviour** (Prentice Hall of India)
5. Subhash Mehta: **Consumer Behaviour** (Tata McGraw Hill)
6. 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)

**NOTE TO THE PAPER SETTER:**

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



312	Customer Relationship Management	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVE:**

To understand the concepts and principles of CRM and appreciate the role and changing face of CRM as an IT enabled function.

Unit – I

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

Unit - II

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

Unit III

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

Unit – IV

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

Unit - V

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

**COURSE OUTCOMES: The student is able to**

Co1 : Develop the concepts of CRM and strategies in business.

Co2 : Appraise the customer profile and perception of customer behavior in relationship perspectives.

Co3: Analyse strategies for customer acquisition, models of CRM. [K4

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

313	Marketing Research and Information Systems	L-T-P-C 4-0-0-4	Max Marks 100
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#### COURSE OBJECTIVES:

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain.
- To provide a foundation to pursue the summer training/ project work and a winter project work and a professional career in Marketing Research domain.

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

#### COURSE OUTCOMES: Student will be able to

- Understand basic concepts of research and methodology of conducting researches in marketing domain.
- Pursue the summer training/ project work and a winter project work and a professional career in Marketing Research domain.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

314	Advertising and Sales Promotion Management	L-T-P-C 4-0-0-4	Max Marks 100
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#### COURSE OBJECTIVES:

- To equip students for a career in Advertising and Sales Promotion Management,

Advertising.

- To understand the various types of advertising

#### 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 .

#### COURSE OUTCOMES: The student is able to

Co1 : Discuss the basic concepts of advertising for better understanding the challenges and opportunities in advertising .

Co2 :Analyse the relations of advertising with segmentation and budget decision .

Co3: Design better advertising strategies for the company .

Co4: Identify media options which are suitable for the company for better promotion .

Co5: Develop an effective advertising campaign for the company .

#### References:

- 1.Manendra Mohan : **Advertising Management – Concepts and Cases** (Tata McGraw Hill)
2. Rajiv Batra , John Myers and David Aaker: **Advertising Management** (Prentice Hall)
3. Robert C.Blattberg and Scott. A.Neslin: **Sales Promotion Concepts, Methods and Strategies** (Prentice Hall)
4. John.C.Totten and Martin P.Block: **Analyzing Sales Promotion – Text and Cases**

5. Kenneth E Clow& Donald Baack: **Integrated Advertising , Promotion and Marketing Communications** (Prentice Hall )
6. Ruchi Gupta : **Advertising Principles and Practices:** (S. Chand Publisher)
7. Pradip Kumar Mallik : **Sales Management** (Oxford University Press)

**NOTE TO THE PAPER SETTER:**

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

315	Product and Brand Management	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- To Understand the concepts of brand management
- To develop branding in various sectors of the economy.

**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.

**COURSE OUTCOMES: The student is able to**

CO1 : Discuss the importance of brand image in marketing .

CO2 : Formulate brand vision which communicates better the organisations’ policy on Branding .

CO3: Analyse brand promotion methods in brand communication .

CO4: Analyse factors influencing brand extension decisions .

CO5: Design brand marketing programmes and for better brand performance .

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

316	Digital Marketing	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To rethink marketing in an Internet-enabled marketing environment
- To conceptualize marketing strategy formulation in the context of the Internet
- To understand the Internet marketing mix
- To address the emerging issues on the Internet from a marketing perspective

#### UNIT – I

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

#### UNIT – II

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

#### UNIT – III

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

#### UNIT – IV

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

#### UNIT – V

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

### **COURSE OUTCOMES: The student is able to**

CO1 : Get knowledge regarding basic concepts of Digital Marketing.

CO2 :Analyse and Choose different channels of digital marketing according to the changing requirements of the markets

CO3: Construct different digital marketing plans on situational basis.

CO4: Manage digital by conducting a marketing research and adapt the changes by creating new goals for further reputation.

### **References:**

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA.
2. Strauss Judy, E-Marketing, Prentice Hall, India.
3. Prof. Vinod V. Sople, E-marketing in digital age: text & cases, 2nd ed, Dreamtech Press, India.



4. Damian Ryan, Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, India.

**NOTE TO THE PAPER SETTER:**

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

321	Financial Services	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To know about the Indian financial system and its players
- To understand the security market regulations
- To keep abreast of recent financial services

#### Unit – I

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

#### Unit – II

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

### **COURSE OUTCOMES: Students will be able to**

Co1: have awareness on insurance industry & its regulations.

Co2: Create awareness on different financial services.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

322	Investment Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- 1) To have understanding on investment and avenues of investment
- 2) To have exposure on functioning of capital market
- 3) To understand various theories of portfolio management

#### Unit I

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

#### Unit II

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

#### Unit III

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

#### Unit IV

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

#### Unit V

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

### **COURSE OUTCOMES: The student is able to**

- Co1 : Analyse various investment alternatives for effective investment decision .
- Co2 : Discuss the importance of security analysis in investment decision process .
- Co3: Design bond management strategies to realise good return on bond investment .
- Co4: Apply different equity valuation methods for the valuation of securities .
- Co5: Construct optimal portfolio for higher return at lower risk .
- Co6: Analyse different schemes of mutual funds for better investment decision .

### **References:**

1. Bodie Z; Kane A; Marcus AJ, Mohanthy P : **Investments** (Tata McGraw)
2. Pathak BV: The Indian Financial System (Pearson)
3. Chandra, Prasanna: **Investment Analysis an-d Portfolio Management** (Tata McGraw)
4. Strong RA : **Practical Investment Management** (Thomson)
5. Misra SK, Puri VK: **Indian Economy** (Himalaya)

6. Khan MY : **Indian Financial System** (Tata McGraw Hill)
7. William F. Sharpe, Gordon J. Alexander and Jaffery V. Bailay: **Investments** (Prentice Hall)
8. Yogesh Maheshwari : **Investment Management** ( PHI Learning)

**NOTE TO THE PAPER SETTER:**

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

323	Business Taxation	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

1. To make the students understand the concepts of taxation.
2. To train them to calculate income tax for individuals and corporate.
3. To make the students to appreciate the tax applications in managerial and financial decision making.

#### **UNIT – I: Income Tax**

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

#### **UNIT –II: Central Excise**

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

#### **UNIT-III: Customs laws**

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

#### **UNIT-IV: Service Tax**

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

#### **UNIT-V: VAT**

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

### **COURSE OUTCOMES: The student is able to**

- Co1 : Conclude the fundamentals of Taxation .  
 Co2 : Discuss taxation methods of companies and individuals .  
 Co3: Analyse income sources from business through taxation .  
 Co4: Evaluate Tax management strategies .

#### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

324	Corporate Restructuring	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To provide concrete understanding of Mergers & Acquisitions
- To familiarize the concepts to the students with the current issues in M&A
- To expose the students about the process and methods of M&A, measures to evaluate the performance of M&A

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

### **COURSE OUTCOMES: The student is able to**

Co1 : Conclude the fundamentals of mergers and acquisitions .

Co2 :Understand the concepts of different forms of mergers and acquisitions and related strategies.

### **References:**

1. Dr.JC.Verma: **Corporate Mergers, Amalgamation and Takeovers** (Bharat Publishing House)
2. S. Ramanujam, et al: **Mergers – Issues Implications and Case Laws in Corporate Restructuring** ( Tata McGraw Hill)
3. Weston, et al : **Takeovers Restructuring and Corporate Governance** (Pearson Education)
4. RavindharVadapalli: **Merger Acquisitions and Business Valuation** ( Excel)
5. Chandrasekhar Krishnamurti and Viswanath: **Mergers Acquisitions and Corporate Restructuring** (Response Books)
6. Kevin K. Boeh and Pall W. Beamish: **Mergers and Acquisitions** ( Sage)
7. Gordon Donaldson : **Corporate Restructuring** ( Harvard Business School Press)
8. Ranjan Das : Corporate Restructuring ( Tata McGraHill)
9. Krishnamurthi: Mergers, Acquisitions and Corporate Restructuring.
- 10.



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

325	Bank Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- 1) To know the scope of bank financial management
- 2) To understand the various types of risks faced by banks
- 3) To study the various tools and techniques of measuring and managing bank risks.

#### UNIT – I

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

#### UNIT – II

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

#### UNIT – III

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

#### UNIT – IV

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

#### UNIT – V

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

### **COURSE OUTCOMES: The student is able to**

- Co1: Analyze the Indian financial system and role of commercial banks  
Co2: Develop better understanding on different types of deposits, their benefits as well as on advances  
Co3: Analyze the regulations in banking system.  
Co4: Make up on new banking innovations.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

326	Financial Markets and Institutions	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To know about the Indian financial system and its players
- To understand the security market regulations
- To keep abreast of recent financial services

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

### **COURSE OUTCOMES: The student is able to**

Co1 : Explain overview of financial system.

Co2 : Discuss about various financial institutions.

Co3: Analyzing the commercial banks and its roles.

Co4: Appraise the activities of various non-banking financial institutions.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

331	Training and Development	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

1. To introduce the basic concepts in training and development
2. To understand the methods of training and development and
3. To expose to the HRD practices in organizations.

#### Unit-I

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

#### Unit-II

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

#### Unit-III

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

#### Unit-IV

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

#### Unit-V

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

### **COURSE OUTCOMES: Students will be able to**

- Understand the concept of T&D
- Analyse the importance of each method of training.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
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- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

332	Management of Industrial Relations	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To provide an exposure of theories, techniques and approaches to manage industrial relations.
- To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

#### 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.

### **COURSE OUTCOMES: The student is able to**

Co1 : Explain the basic concepts and importance of industrial relations management.

Co2 : Identify the concept of Trade Unions.

Co3: Appraise the collective bargaining power.

Co4: Evaluate the benefits of quality of work life.

Co5: Analyse the concepts of labour safety measures.

Co6: Design the grievance management procedures

### **References:**

1. ArunMonappa: **Industrial Relations** (McGraw Hill )
2. VarmaPramod: **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. MonalArora: **Industrial Relations** ( Excel)



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

333	Human Resource Planning	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand the significance of HRP
- To learn about the various methods of recruitment and their relevance.
- To understand the importance of career planning, PA and succession 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.

### **COURSE OUTCOMES:** Student will be able to

- 
- Measure the human resource requirement in the organisation
- Can design the career path of the employees through effective PA, training & Succession planning.

### **References:**

1. Deepak Kumar Bhattacharya : **Human Resources Planning** (Excel Books)
2. Monica Belcourt and Kenneth J McBey : **Strategic Human Resource Planning** (Thomson)
3. Gorden, 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)

### **NOTE TO THE PAPER SETTER:**

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

334	Employee Legislation	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To introduce the concepts of Labour legislation.
- To enable the students to understand about various labour laws

#### Unit-I

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

#### Unit-II

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

#### Unit-III

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

#### Unit –IV

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

#### Unit –V

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

### **COURSE OUTCOMES: Student is able to**

Co1: Understand the various labour laws in India.

Co2: understand the laws relating to working conditions.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

335	Leadership Development	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- Identify the leadership qualities to run an organization successfully.
- Understand the various theories of leadership and motivation.

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

### **COURSE OUTCOMES: The student is able to**

Co1: Identify the leadership qualities to run an organization successfully.

Co2: Understand the concepts of personality, leadership and motivation.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

336	Counseling	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- Understand the concept of counselling and its approaches.
- Application of various techniques of counselling and counselling process.

**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.

**COURSE OUTCOMES: Student will be able to**

- Understand the meaning of counselling and its approaches.
- Understand the counselling process and problems in counselling .

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

41	Systems Analysis and Design	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To introduce the concepts of System analysis and design
- To focus on different components of System analysis and design and to plan, design and develop such information systems.

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **UNIT-V**

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

### **COURSE OUTCOMES:**

- To understand the concepts of System analysis and design
- To Evaluate software application testing, system maintenance and quality assurance.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

342	Data Base Management Systems	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To Understand the basics of DBMS
- To apply the various methods of DBMS to create files and organisation of records.

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **UNIT-V**

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

### **COURSE OUTCOMES:**

- To Understand the various models of DBMS
- To Evaluate the various methods of DBMS to create files and organisation of records.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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



343	Data Mining and Data Warehousing	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To Organize raw data to make it suitable for various data mining algorithms.
- To Measure interesting patterns from different kinds of databases.
- To Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

#### UNIT – I

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

### **COURSE OUTCOMES: The student is able to**

Co1 : Organize raw data to make it suitable for various data mining algorithms.

Co2 : Measure interesting patterns from different kinds of databases.

Co3: Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

344	Logistics Management	L-T-P-C 4-0-0-4	Max Marks 100
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#### COURSE OBJECTIVES:

- To get knowledge regarding basic concepts of Logistics and Supply Chain.
- To Analyze different logistics strategies to get competitive advantage.
- To Assess the profitability by measuring the logistics performance and maintaining supply chain relationships

#### UNIT – I

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

#### UNIT – II

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

#### UNIT – III

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

#### UNIT – IV

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

#### UNIT – V

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

#### COURSE OUTCOMES: The student is able to

Co1 : Get knowledge regarding basic concepts of Logistics and Supply Chain.

Co2 :Analyse different logistics strategies to get competitive advantage.

Co3: Assess the profitability by measuring the logistics performance and maintaining supply chain relationships.

Co4: Adapt new and global strategies to compete with the rivals by selecting effective source of suppliers and pricing of the products.

#### References:

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

#### **NOTE TO THE PAPER SETTER:**

(i) The questions shall cover all the units of the syllabus.

(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.

(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

45	Management of Software Projects	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVE:**

- To Outline the issues and challenges faced while doing the Software project Management.
- To do the Project Scheduling, tracking, Risk analysis and Quality management.

**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.

**COURSE OUTCOMES: The student is able to**

CO1 : Outline the issues and challenges faced while doing the Software project Management.

CO2 : Identify the software projects fails and that failure probability can be reduced effectively.

CO3: Student will be able to do the Project Scheduling, tracking, Risk analysis and Quality management.

CO4: Cost estimation using different techniques.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

346	Distributed Computing and Net work Analysis	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVE:**

- To understand data communication, OSI model and various layers.
- To describe the concepts of networking.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

ISDN - Services & History OSI Layers, TCP/IP

UNIT-V

Net Working and Internet working.

**COURSE OUTCOMES:** Student will be able to

- Analyse data communication, OSI model and various layers.
- Evaluate the concepts of networking.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

401	International Business Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES :**

- To have exposure of International Business
- To make the students aware of the International Exchange systems
- To make the students aware of the Global financial instruments
- To have exposure of resource mobilization in International Capital market

#### 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.

### **COURSE OUTCOMES : Students will be able to**

Co1: have awareness of the Global financial instruments

Co2: Analyse the International Exchange systems

Co3: understand the business in International environment

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

402	Strategic Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand the evolution of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies
- To recognize the roles and competencies of HRD professionals
- To understand the frame work of Human Resource Development
- To identify the content, outcomes and the process of HRD applications
- To evaluate and understand diversity issues and their impact on organizations and HRD

#### UNIT – I

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

#### UNIT – II

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

#### UNIT – III

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

#### UNIT – IV

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

#### UNIT-V

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

### **COURSE OUTCOMES: The student is able to**

- CO1 : Develop vision, mission and objectives of the organization.  
CO2 :Analyse industry and develop techniques of competitive analysis.  
CO3: Appraise strategic leadership styles and actions.  
CO4: Formulate effective strategies in business.  
CO5: Develop a frame work for the implementation strategies in business.  
CO6: Evaluate the strategy controls by measuring performance of organization.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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



403	Business Laws and Ethics	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To introduce the statutory provisions that affects the business decisions.
- To give an exposure to important commercial laws, the knowledge, that is essential for an understanding of the legal implications of the general activities of a modern business organisation.
- To understand the legal frame work related to contract
- To familiarise about the legal aspects regarding negotiable instruments
- To understand the legal regulations about the company

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

### **COURSE OUTCOMES: The student is able to**

CO1 : Analyze the Indian Contract Act.

CO2 : Evaluate Sales of Goods Act and the machinery for redressal of consumer grievances.

CO3: Elaborate rights and duties of agent and principal, Principal’s liability for the acts of agent and the procedure for termination of agency.

CO4: Examine the rights and duties of partners, dissolution of partnership firm.

CO5: Examine the formation of company, amendments act in 2013.

CO6: Explain the kinds of Negotiable Instruments and Goods and Services Act.

**CO7:** Outline fundamentals of Values and ethics.

**CO8:** Evaluate the global issues with respect to business ethics.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

404	Organisation Development	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand the forces that stimulate change
- To understand the necessity for change
- To understand the resistance to change
- To understand the concept and techniques of OD
- To enable the skills for the application of OD in organizations.

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

Structural Interventions – Comprehensive Interventions – Training Experiences

#### Unit – V

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

### **COURSE OUTCOMES:** Students will be able to

- Co1: To understand the forces that stimulates change  
 Co2: To understand the necessity for change  
 Co3: To understand the resistance to change

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

411	Marketing of Services	L-T-P-C 4-0-0-4	Max Marks 100
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**OBJECTIVES:** To differentiate between product and service businesses and equip for a career in marketing in the service industry.

#### 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.

#### **COURSE OUTCOMES: The student is able to**

CO1 :Analyse the basic concepts of service marketing.

CO2 : Understand customer needs and expectations.

CO3: Develop market segmentation process in services marketing.

CO4: Discuss the pricing strategies of services marketing.

CO5: Importance of marketing communication in service promotion.

CO6: Evaluate the consumer grievance recovery strategies.

#### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

412	Industrial Marketing	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- ♣ To help the learner distinguish between consumer marketing and industrial marketing
- ♣ To understand the concepts of industrial marketing
- ♣ To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **UNIT-V**

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

### **COURSE OUTCOMES: Student will be able to**

Co1: Distinguish between consumer marketing and industrial marketing

Co2: Understand the concepts of industrial marketing

Co3: formulate industrial marketing strategies and also design industrial marketing mix elements

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

413	International Marketing	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- This course is designed to provide knowledge of marketing management in the international scenario.
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

#### 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.

### **COURSE OUTCOMES: Student will be able to**

- Co1: understand about international marketing environment, its environment and challenges.  
Co2: Understand the concepts of international markets  
Co3: analyse exim policies and documentation of export procedure.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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



414	Retail Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with a retail operation in the Indian market place.
- To help the learner to explore the current retail environment, key retail management strategies, and trends in retailing.

#### 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 Merchandise 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.

### **COURSE OUTCOMES: The student is able to**

CO1 : Outline fundamentals of Retailing.

CO2 : Identify the general strategies of retailing.

CO3: Formulate location strategies of retailing.

CO4: Develop layout designs.

CO5: Analyse various pricing strategies and develop location strategies.

CO6: Design and develop franchising.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

415	Distribution and Supply Chain Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with distribution and supply chain management in the Indian market place.
- To help the learner to explore different strategies of 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.

### **COURSE OUTCOMES: The student is able to**

CO1 : Get knowledge regarding basic concepts of Distribution and Supply Chain.

CO2 : Analyse different logistics strategies to get competitive advantage.

CO3: Assess the profitability by measuring the logistics performance and maintaining supply chain relationships.

CO4: Adapt new and global strategies to compete with the rivals by selecting effective source of suppliers and pricing of the products.

### **Reference:**

1. Sunil Chopra and Peter Meindl: **Supply Chain Management** (Pearson).
2. Chandrasekharan : **Supply Chain Management** ( Oxford).
3. John T. Mentzer: **Supply Chain Management** (Reponse).
4. Arjan J. Van Wheeler: **Purchasing and Supply chain Management** (Thomson).
5. Stern, 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)

### **NOTE TO THE PAPER SETTER:**

(i) The questions shall cover all the units of the syllabus.

(ii) In regard to Part - A of the question paper, one question with internal choice from each unit

of the syllabus shall be set.

(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

416	Sales Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

To understand and apply concepts and techniques in Personal Selling and Sales Management.  
To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management

#### **UNIT – I**

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

#### **UNIT – II**

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

#### **Unit – III**

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

#### **Unit – IV**

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

#### **Unit – V**

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

### **COURSE OUTCOMES: Student will be able to**

Co1: understand about sales management, its environment and challenges.

Co2: Understand the concepts of selling process, recruitment and selection process

Co3: Evaluate sales persons performance.

### References:

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

### **NOTE TO THE PAPER SETTER:**

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

421	International Finance	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To have exposure on International aspects of Financial Management
- To understand the Foreign Exchange Management
- To introduce derivatives aspect of 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.

### **COURSE OUTCOMES: The student is able to**

CO1 : Evaluate the functioning of international financial system and monetary system .

CO2 :Analyse the international financial markets and the various international financial instruments .

CO3: Discuss the advantages of foreign exchange market .

CO4: Identify and evaluate foreign direct investments .

CO5: Develop strategies to deal with different types of risks associated with MNC's .

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

422	Financial Derivatives	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- 1) To know about futures and options.
- 2) To understand the various types of interest rates and swaps.
- 3) To study the various tools and techniques of measuring risk and mitigating risk.

#### UNIT – I

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

#### UNIT – II

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

#### UNIT – III

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

#### UNIT – IV

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

#### UNIT - V

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

### **COURSE OUTCOMES: The student is able to**

- CO1 : Appraise the role and importance of derivatives.  
CO2 : Analyzing the forward and future contracts and its pricing.  
CO3: Mitigating the risk of financial institutions by using Swaps.  
CO4: Build the option strategies in order to minimise the risk.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

423	Risk Management and Insurance	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To introduce the concept of risk management and insurance
- To familiarize the conceptual frame work of risk management and insurance decisions
- To understand the business risk management and public policy issues

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.

### **COURSE OUTCOMES: The student is able to**

CO1 : The concept of risk management and various types of risk.

CO2 : Measure different type's risks by applying various tools and techniques.

### **Reference:**

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



8. Insurance Regulatory Development Act 1999.
9. Gupta O.S.: Life insurance, Frank Brothers: New Delhi.

**NOTE TO THE PAPER SETTER:**

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

424	Management Control Systems	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

The main aim of the course is to appraise the students about the concept of Management Control Systems as well as its role in efficient management of public system organizations.

#### UNIT – I

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

#### UNIT – II

Responsibility Centers: 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.

### **COURSE OUTCOMES: The student is able to**

Co1: Understand about management control systems.

Co2: Prepare budgets for various organizations.

### **References:**

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)

### **NOTE TO THE PAPER SETTER:**

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

425	Banking Technology Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To introduce the concept of banking and its evolution
- To acquaint the students with the conceptual tools banking and its operations.

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit- IV

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

#### Unit – V

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

### **COURSE OUTCOMES: The student is able to**

Co1: Understand the concepts of banking.

Co2: Analyse the various operations of banks and CRM in banks.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

426	Financial Engineering	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- To introduce the concept of Financial Engineering and its evolution
- To acquaint the students with the conceptual tools of Financial Engineering
- To make the student understand the physical tools of Financial Engineering, its processes and strategies.
- To appraise the students with the recent developments and future trends in Financial Engineering

UNIT – I

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

UNIT – II

Measuring return and Risk – Interest rates and exchange rates.

UNIT – III

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

UNIT – IV

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

UNIT – V

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

**COURSE OUTCOMES: The student is able to**

Co1: Understand the concept of Financial Engineering and its evolution

C o2: Acquaint the students with the conceptual tools of Financial Engineering

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

431	Strategic Human Resource Development	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

#### Unit –I

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

#### Unit II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

### **COURSE OUTCOMES: The student is able to**

CO1 : Analyze the fundamental concepts of HRM and functions of HRD.

CO2 : Elaborate various perspectives of strategic HRD.

CO3: Develop sub-systems of HRD.

CO4: Apply training and development practices.

CO5: Identify the issues in employee counseling and wellness.

CO6: Evaluate recent trends of strategic HRD.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

432	Reward Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand the various dimensions of Compensation Management
- To know how the compensation options are determined
- To gain awareness of the role of various bodies involved in Compensation Management

#### Unit –I

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

#### Unit – II

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

#### Unit –III

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

#### Unit – IV

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

#### Unit – V

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

### **COURSE OUTCOMES:**

CO3: Contrast different types of incentive plans and determine which plan suit best to organization.

CO4: List the different types of employee benefits.

CO5: Design different methods of wage determination applicable to different cadres of employees.

CO6: Evaluate the mechanism of wage boards and its role in fixation of wage

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

433	Employee Welfare	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To provide an exposure of theories, techniques and approaches to manage industrial relations.
- To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

#### Unit –I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

### **COURSE OUTCOMES: The student is able to**

- CO1 : Examine the basic concepts and importance of employee legislations in India.  
CO2 : Apply the concept of industrial disputes Act.  
CO3: Explain the importance of payment of bonus Act.  
CO4: Evaluate the benefits provided by the payment of Gratuity Act to the employees.  
CO5: Analyse the legal formalities under minimum wages Act.  
CO6: Determine the various provisions of the Factories Act.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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



434	Management of Change	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand the forces that stimulate change
- To understand the necessity for change
- To understand the resistance to change
- To manage the change process and
- To understand the concept and techniques of OD
- To enable the skills for the application of OD in organizations.

#### Unit-I

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

#### Unit-II

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

#### UNIT-III

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

#### Unit-IV

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

#### Unit-V

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

### **COURSE OUTCOMES: Students will be able to**

Co1: Understand the forces that stimulates change

Co2: Understand the necessity for change

Co3: Understand the resistance to change

### **References:**

1. Mattel L : **Mastering Change** (New American Library)
2. Gabarrow J.J: **Dynamics of Taking Change** ( Harvard Business School)
3. Warren Bennis: **The Planning of Chance** (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 )

### **NOTE TO THE PAPER SETTER:**

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

435	Stress Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand the concept of stress management.
- To increase awareness about the impact of mental and physical wellbeing.
- To motivate the students to assume a greater sense of personal responsibility.
- To understand the importance of using effective coping skills to resolve stress.
- To learn about and experience several relaxation techniques to control stress and tension.

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

Managing stress – coping responses – Relaxation techniques – Breathing techniques – 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.

#### Unit – V

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

### **COURSE OUTCOMES: Students will be able to**

- Co1: understand the concept of stress management.  
 Co2: increase awareness about the impact of mental and physical wellbeing.  
 Co3: motivate the students to assume a greater sense of personal responsibility.  
 Co4: understand the importance of using effective coping skills to resolve stress.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

436	Global Human Resource Management	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- Identify the challenges of global HRM & strategic role of Global HRM.
- Adapt different methods of selection and process of Expatriate and Repatriate.
- Analyze the cross-cultural management problems and build skill building methods in cross culture teams.

### **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 .

### **COURSE OUTCOMES: The student is able to**

CO1 : Identify the challenges of global HRM & strategic role of Global HRM.

CO2 : Adapt different methods of selection and process of Expatriate and Repatriate.

CO3: Analyze the cross-cultural management problems and build skill building methods in cross culture teams.

CO4: Make use of factors affecting on compensation and method of compensation.

CO5: Measure the Global HRD climate and frame strategies to overcome challenges.

CO6: Develop the global labour relations and international standards in organizations.

### **References:**

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

**NOTE TO THE PAPER SETTER:**

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

441	Enterprise Resource Planning	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- Make basic use of Enterprise software, and its role in integrating business functions
- Analyse the strategic options for ERP identification and adoption.

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

UNIT – V

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

**COURSE OUTCOMES: The student is able to**

**CO1** :Make basic use of Enterprise software, and its role in integrating business functions

**CO2** :Analyse the strategic options for ERP identification and adoption.

**CO3**: Design the ERP implementation strategies.

**CO4**: Create reengineered business processes for successful ERP implementation.

**Reference:**

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

**NOTE TO THE PAPER SETTER:**

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

442	Decision Support Systems	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- To help towards a career in Information Systems Management.
- To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

Dialog Management - Database Management- Model Base Management.

UNIT – V

DSS Implementation in Industries and Applications.

**COURSE OUTCOMES: The student is able to**

- CO1 : Define the role of information systems in DSSs.  
CO2 : Define the role of managers in making decisions within IT organizations.  
CO3: Design and formulate management problems using DSSs models.  
CO4: Apply linear and integer programming techniques for scheduling and optimization problems that require decision making using MSEXCEL.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

443	Expert Systems and Artificial Intelligence	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- To understand the basics of AI and different problem solving methods.
- To evaluate different gaming techniques and machine learning.

**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.

**COURSE OUTCOMES: Students will be able to**

- Understand the basics of AI and different problem solving methods.
- Evaluate different gaming techniques and machine learning, Expert systems.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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



444	Systems Control and Auditing	L-T-P-C 4-0-0-4	Max Marks 100
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### **COURSE OBJECTIVES:**

- To understand about systems controlling and audit.
- To evaluate various data resource management controlling techniques.

#### UNIT-I

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

#### UNIT-II

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

#### UNIT-III

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

#### UNIT-IV

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

#### UNIT-IV

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

### **COURSE OUTCOMES: Student will be able to**

- Understand about systems controlling and audit, types of audit and risks.
- Evaluate various data resource management controlling techniques, evidence collection and evaluation.

### **References:**

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

### **NOTE TO THE PAPER SETTER:**

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

445	Distributed Intelligence	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- Understand the concepts and components of Distributed Intelligence.
- Evaluate distributed support system and its implementation.

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

Distributed Support, Implementation applications and Security.

**UNIT-V**

Distributed Transactions, Distributed multimedia Systems and Distributed memory.

**COURSE OUTCOMES: The student is able to**

**CO 1:** Interpret the concepts and components of Distributed Intelligence.

**CO 2:** Relate the distributed intelligence applied over different areas of business.

**CO 3:** Identify the requirements needed to design a Business Intelligence model.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

446	E – Business	L-T-P-C 4-0-0-4	Max Marks 100
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**COURSE OBJECTIVES:**

- To evaluate various e- business strategies and technologies.
- To study about E-Business design and architecture

UNIT – I

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

UNIT –II

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

UNIT – III

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

UNIT –IV

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

UNIT – V

Development E – Business design, strategy formulation.

**COURSE OUTCOMES: The student is able to**

**CO1** :Compare and evaluate alternative e-business strategies and technologies.

**CO2** :Justify and promote strategic initiatives, such as adopting a new e-business system.

**CO3**: Demonstrate systems architecture and technologies for systems integration.

**CO4**: Plan and deliver senior management reports and presentations.

**References:**

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

**NOTE TO THE PAPER SETTER:**

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

