

DRAVIDIAN UNIVERSITY
SCHOOL OF COMMERCE & MANAGEMENT
Srinivasavanam: KUPPAM-517426

MBA I Semester Subjects

101. Management and Organizational Behaviour
102. Managerial Economics
103. Business Environment and Policy
104. Accounting for Management Decision
105. Business Communication
106. Research Methodology and Statistical Analysis
107. IT Application for Management Decisions

MBA II Semester Subjects

201. Financial Management
202. Marketing Management
203. Human Resource Management
204. Production Management
205. Management Information Systems
206. Business Laws
207. E-Commerce
208. Viva-voce
209. **External Elective:** Creativity and Innovation Skills.

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SCHOOL OF COMMERCE & MANAGEMENT

MBA II Semester Subjects

201. Financial Management

202. Marketing Management

203. Human Resource Management

204. Production Management

205. Management Information Systems

206. Business Laws

207. E-Commerce

208. Viva-voce

209. **External Elective:** Creativity and Innovation Skills •

MBA III Semester Subjects

- 301. Creativity and Innovation Management
- 302. Entrepreneurship Development
- 303. Logistics and Supply Chain Management
- 304. Project Report and Presentation

ELECTIVES:

Human Resource:

- HR 305 Human Resource Development
- HR 306 Employee Relations Management
- HR 307 Strategic Human Resource Management
- HR 308 Human Resources Information System
- HR 309 Performance Management Systems
- HR 310 Leadership and Change Management

Finance:

- FM 305 Security Analysis and Portfolio Management
- FM 306 Strategic Financial Management
- FM 307 Financial Markets and Services
- FM 308 Corporate Taxation
- FM 309 Management Control Systems
- FM 310 Insurance and Risk Management

Marketing:

- MM 305 Strategic Marketing Management
- MM 306 Consumer Behavior
- MM 307 Services Marketing
- MM 308 Customer Relationship Management
- MM 309 Retail Marketing Management
- MM 310 Sales and Distribution Management

MBA IV Semester Subjects

401. International Business

402. Strategic Management

403. Operations Research

404. Viva-Voce

ELECTIVES:

Human Resource:

HR 405 Knowledge Management

HR 406 International Human Resource Management

HR 407 Labour Legislation & Management

HR 408 Compensation Management

HR 409 Employee Empowerment

HR 410 Management of Creativity & Innovation

Finance:

FM 405 Financial Derivatives

FM 406 International Financial Management

FM 407 Security Market Operations

FM 408 Financial Engineering

FM 409 Mergers and Acquisitions

FM 410 Tax Planning and Management

Marketing:

MM 405 Product and Brand Management

MM 406 Advertising and Sales Promotion

MM 407 Rural Marketing

MM 408 International Marketing Management

MM 409 Industrial Marketing

MM 410 Marketing Research

M.B.A.101: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

UNIT-I:

Introduction: Management — definitions, types of managers; managerial roles and Functions; Science or Art? Administration Vs Management, Henry Fayol Principles of management – FW Taylor scientific management the systems Approach, the Contingency Approach, the McKinsey 7-S Frame work. Planning: objectives, Steps in planning — Nature of organization, organization levels and span of management — Organization design and structure — Line and Staff concepts— delegation, centralization and decentralization of authority.

UNIT-II:

Leadership: Trait approach and contingency to approaches to leadership —Leadership behavior and styles — Motivation theories: Maslow, Herzberg and Vroom's expectancy theory. X,Y Theories. MBO — Process & Concepts. Controlling: Basic control Process— Requirements for effective control — control techniques.

UNIT-III

Nature and scope of Organization Behavior — linkages with other social sciences —Individual Roles and Organizational Goals — Perspectives of Human Behavior, Behavioral Approach in Organizations, Variables in Human Behavior, Behavioral Analysis and Casual Models.

UNIT-IV:

Personality Development: Stages, Maturity and Immaturity Continuum, Major determinants of Personality, Transactional Analysis, Learning Processes, Creativity and innovative Thinking. Decision making process: Behavioral Dimensions, Groups and Group Dynamics, Informal Organizations, Group Versus Individual Interaction.

UNIT-V:

Management of Conflict and Change: Changing Processes and Resistance to Change, Organizational Development: Goals, processes, models of interventions, OD techniques and OD applications.

Suggested Books

1. Bateman and Snell, Management: Competing in the New Era, 5/e, TMH 2003
2. Samuel C. Certo, Modern Management, 9/e, 200
3. Heinz Wehrich and Harold Koontz, Management: A Global Perspective, 10/e, Tata McGraw Hill, 2002
4. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi, 200
5. Daft, Management, Thompson, New Delhi 2003. Prem Vrat, KK Ahuja and PK Jain, Case Studies in Management, Vikas Publishing House Pvt. Ltd., 2003
6. Peter G Northouse, Leadership Theory & Practice, Response Books, New Delhi, 2003
7. Mrityanjay Kumar Srivastava, Transformational Leadership, MacMillan India Ltd., 2003. Robbins: Management, 7/e, Pearson Education, 2003.

102: MANAGERIAL ECONOMICS

Unit – I - Nature and Scope of Managerial Economics: Fundamental economic concepts. Opportunity cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Economics of risk, uncertainty and asymmetric information and market signaling. Role of managerial economics in decision making. Managerial Economics and Econometric models.

Unit – II - Demand Analysis: Concepts, Determinants, Types and Law of Demand — Engel's law — Cardinal and ordinal approaches — Indifference curve analysis — International convergence of tastes — Budget line — Utility maximization — Expenditure minimization — Income, price and cross elasticities of demand — Relationships between demand, indirect utility and expenditure function — Consumer surplus — Market supply, Market equilibrium and Non clearing markets theory.

Unit – III - Production and Cost Analysis: Production function Law of variable proportions and returns to scale. Least — Cost input combination — expansion path — Ridge lines. Economics and diseconomies of scale — Economics of Scope. Learning Curve. Cobb-Douglas and CES production functions. Types and concepts of costs — Cost Control and Reduction. Short-run and Long-run Cost functions. Cost control and Break even Analysis.

Unit-IV: Market Structures: Price Determination under Perfect competition, Monopoly, Oligopoly and Monopolistic Competitions-Strategic behavior of firms: Nash equilibrium — Prisoner's dilemma — Enforcing a cartel — Dealing with cheaters — the advantage of being first. Price and non. Price competition: limit pricing, price retaliation, capacity expansion and market saturation — Trigger and Tit for tat. Strategic moves — threats, commitments and credibility — Entry deterrence.

Unit-V: Macro Economics and Business: Nature, Concepts and Measurements of National Income, Determination of National Income, Classical and Keynesian Approaches. Types of Inflation: Demand pull and cost push inflation, Philips curve, Stagflation, Concepts of Economic growth and Development, Harrod — Domar growth model, the role of technical progress in economic development.

Suggested Books

1. D.M.Mithani, 2006, Managerial economics — HPH.
2. Keat, 2007 "Managerial Economics" 4th Edition, Thomson.
3. H.Craig Petersen, W.C. Lewis, SK Jain, 2006, Managerial Economics, Pearson.
4. Besank D, etal, 2005, Economic and Strategy, Wiley.
5. Joel Dean, 2005, Managerial Economics, PHI.
6. Thomas Maurice, 2006, Managerial economics, TMH.
7. Suma Damodaran, 2006, Managerial Economics, Oxford University Press.
8. Hirschey, 2006, "Economics for Managers", Thomson

103: Business Environment and Policy

Unit-I: Business Environment — Meaning, scope and importance — Economic Environment of Business — Political and Legal Environment -Socio Cultural Environment

Unit-II: Forms of Business: Sole trading, Partnership, Company form of business. Government and its role — Public sector, private sector — Joint sector —Political Economy — Government and Business.

Unit-III: Economic and Industrial Policies — Economic Policies and legislation — New Economic policy — New Industrial Policy — Fiscal and Monetary Policies —Capital Markets — Financial sector reforms.

Unit-IV: Balance of Payments: Structure, Major components, Causes for disequilibrium in Balance of Payments, correction measures, Impact of New Economic policy on Balance of Payments, Recent trends.

Unit-V: International Business Environment — Multinational Corporations, Globalization — WTO — Regional Trade Organizations, Problems and Prospects.

Suggested Books

1. Aswathappa, "Business Environment and Government Policy", Himalaya Publishing House, Mumbai, 2006
2. Francis Cherunilam, "Business Environment" Himalaya Publishing House, Mumbai, 2001
3. Memoria and Memoria and SubbaRao, P "Business Planning & Policy", Himalaya Publishing House, Mumbai, 2001.
4. Suresh Bedi, "Business Environment", Excel Books, New Delhi, 2008
5. Misra "Economic Environment of Business" Himalaya Publishing House.

104: ACCOUNTING FOR MANAGEMENT DECISIONS

Unit-I: Understanding Accounting Cycle: Meaning of accounting — Scope of financial accounting, Modern organizations — Accounting concepts and conventions — Branches of F.A - Cost Accounting M.A accounting, Business transitions — classification of accounts — Accounting process — Accounting Cycle — books of prime entry — Ledger — Trial balance.

Unit-II: Understanding Terminal Statements: Preparation and presentation of financial statements — Measurement of business income — Profit and Loss account — Distinction between Capital and revenue expenditure — Balance Sheet preparation.

Unit-III: Financial Statement Analysis — Ratio Analysis: Financial Statement analysis — Ratio analysis classification of ratios — Liquidity, Activity, Profitability, Coverage and Structural ratios — Calculation and interpretation of ratios — Predictive Power of ratios — Advantages and Limitations of ratio analysis.

Unit-IV: Financial Statement Analysis — Funds flow Analysis: Funds flow analysis — Concept of funds — Preparation of Statement showing changes in net working capital — Funds from business operations — Statement of Sources and uses of funds — Cash flow statement — advantages of funds flow analysis.

Unit-V: Marginal costing: Classifications of costs — Profit volume ratio — Break even Analysis — Its use in — Managerial Decisions.

Suggested Books

1. Anthony R.N. Hawkins D.F., Merchant K.A 2007, Accounting — Text and Cases, 12th Edition, Tata McGraw Hill, New Delhi-8
2. Wild J.J. Subramanyam K.R. Halsey R.F 2007, Financial Statement Analysis, Tata McGraw Hill, New Delhi-8
3. Pru Marriot, Edwards, J.R. Mellett H.J 2002, Introduction to Accounting, 3rd Edition, Sage Publications.
4. Atkinson, A.A. Kaplan R.S Young S.M.2005, Management Accounting 4th Edition, Pearson Education/PHI.
5. Khan M.Y. Jain P.K. 2007, Management Accounting — Text, Problems and Cases, 4th Edition, Tata McGraw Hill, New Delhi-8
6. Ramachandram N. Ram kumarKakani, 2005, Accounting for Management, Tata McGraw Hill, New Delhi-8.
7. Narayanaswamy, Financial Accounting — A Managerial Perspective, 2nd Edition, Pearson publication.
8. Gupta, 2006, Financial Accounting for Management — An Analytical Perspective, pearson

105: BUSINESS COMMUNICATION

Unit-I: Concept of Communication — Scope and functions of Business Communication — Significance — Process and dimensions of communication — Essentials of good communication — Channels of communication — Formal, informal communication — Upward, Downward, Horizontal communication — Grapevine Phenomenon.

Unit-II: Types of communication: Verbal — Oral Communication: Advantages and limitations of oral communication, written communication — Characteristics, significance, advantages & Limitations of written communication. Non verbal Communication: Sign language — Body language — Kinesics — Proxemics — Time language and Haptics Touch language.

Unit-III: Interpersonal communication — Interpersonal communication — Communication models: Exchange theory — Johari window — Transactional analysis, Communication styles.

Unit - IV : Barriers to communication: Types of barriers — Technological — Socio-Psychological barriers — Overcoming barriers — Listening — Types of listening — Tips for effective listening.

Unit - V: Report writing — Formal reports — The elements of clear writing — Writing effective letters — different layouts of business letters — Informal reports — Writing good news and bad news — Meetings and oral presentations.

Suggested Books

1. Meenakshi Raman — Business Communication, Oxford University Press.
2. Jerry C Wofford, Edwin A. Gerloff and Robert C. Cummins, (Organisations) Communication — The Key stone of Managerial Effectiveness.
3. Bovee, Thill and Schatzman: Business Communication Today: Pearson Education.
4. Lesiker&Petitt, "Business Communication", Prentice Hall of India, New Delhi.
5. Bills Scot, "The Skills of Communication", Gower publishing company Limited, London.
6. Harward Business School, "Effective Communication", Harward Business Review No.12 14.
7. Rayudu CS, "Media and Communication Management", Himalaya Publishing House, Mumbai.
8. Larry L. Barker, "Communication", Prentice Hall of India, New Delhi.

MBA 106: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

UNIT-I

Introduction: Quantitative Techniques: Meaning, Need and Importance-classification: Statistical Techniques-Operations Research techniques-Role of Quantitative Techniques in Business and Industry- Limitations, Research: Meaning, Purpose, Characteristics and Types-process of Research: Formulation of objectives- Research plan and its components- Methods of Research: Survey, Observation, Case study, experimental, historical and comparative methods- Difficulties in Business research

UNIT-II

Probability and Probability Distributions: Probability: Meaning-fundamental Concepts – Addition theorem-Multiplication theorems Bayesian theorem and its simple application, Probability Distribution: Meaning and Importance of theoretical frequency distributions Binomial, Poisson and Normal distributions- Properties and uses- fitting Binomial, Poisson and Normal, Distributions (including problems)

UNIT-III

Sampling Collection, Presentation and Analysis of data: Census Vs. Sampling- Methods of Sampling - Random and Non-Random Sampling methods, Source of Data: Primary and Secondary Sources- Methods of collecting Primary Data- Designing Questionnaires/ Schedules in functional areas Hypothesis testing- Type I and Type II errors – Inference from small sample mean tests- difference between the means of two independent sample-difference between the means of two dependent sample of paired observations Chi Square Test: Definition-Conditions for Applying Chi square test, limitation of Chi square test- Chi square test for testing the independence of Attributes- Chi square test of goodness of fit (including problems)- F-test- one way and two-way ANOVA.

UNIT-IV

Linear programming: Requirements for application of linear programming Assumptions underlying linear programming - Advantages of linear programming -- Applications of Linear programming and limitations of Linear programming - Formulation of Linear programming problem -Characteristics of linear programming problem - Solution by graphic method and simplex method.

UNIT-V

Interpretation and Report Writing: Interpretation: Introduction – Essentials for interpretation, precautions in interpretation- conclusions and generalization-Methods of generalization, Statistical fallacies: bias, inconsistency in definitions, in a appropriate comparisons, faulty generalizations, drawing wrong inferences, misuse of statistical tools, failure to comprehend the data (including small cases). Report Writing: Meaning and types of reports- Stages in preparation of Report- Characteristics of a good report- Structure of the report’ – documentation: Footnotes and Bibliography- Checklist of the report

Suggested Books:

1. Gupta S.O & Indra Gupta, Business Statistics, Himalaya Publishing House, Mumbai.
2. Raghavachari.M, "Mathematics for Management", Tata McGraw Hill
3. Lerin, "Statistics for Management" Pearson Company, New Delhi.
4. Black Ken, "Business Statistics for Contemporary decision making", New age publishers, New Delhi.

M.B.A 107: IT APPLICATION FOR MANAGEMENT DECISIONS

Unit – I - An Overview of Business and Information Technology & Systems: Business in the information age, information systems computer based information systems, trends in IT evolution, types of information systems — Impact of IT on organizations and jobs.

Unit – II - Information Technology Infrastructure: Computer Hardware, Software, Managing and Organization of data & information, Telecommunications and networks. The Internet and Intranet.

Unit – III - Information Systems Planning and Development: Information Systems Planning and Development — Systems Planning, Traditional system development lifecycle (SDLC), alternate methods for system development, dataflow analysis, system development outside the system.

Unit-IV: Information Systems Application: Intra organizational Information

systems — Functional and Enterprise systems, Information systems to support Business functions, accounting and finance, marketing and sales, production and operations management systems, human resources management system. Inter organizational/Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT). E-Commerce Overview — E-commerce Applications, Virtual Corporations, Business Process Re-engineering concept (BPR).

Unit-V: Intelligent Systems in Business: Artificial Intelligence and Intelligent Systems — Expert systems, other intelligent systems, Intelligent Agents, Virtual Reality, Ethical and Global issues of Intelligent Systems.

Suggested Books

1. Turban Rainer and Potter — Introduction to Information Technology — John Wiley and Sons, INC.
2. Ralph M. Stair and George W.Reynolds, 2007, Principles of Information Systems, Thomson.
3. KennethC.Laudon and Jane P.Laudon, 2006, Management Information Systems, Managing the digital Firm, 9th Edition, Pearson Education.
4. ITL Education Solutions Ltd (R&D Wing), Introduction to Information Technology, Pearson Education.
5. MahadeoJaiswal& Monika Mital — Management Information Systems — Oxford University Press.

M.B.A. 201: FINANCIAL MANAGEMENT

Unit-I: The Finance function: Nature and Scope. Evolution of finance function -- The new role in the contemporary scenario — Goals of finance function —maximizing Vs satisfying (School); Profit Vs Wealth Vs Welfare; the agency relationship and costs — The new debate on maximizing Vs satisfying. Wealth maximization and Risk-Return trade off (only theory).

Unit-II: The Investment Decision: Investment decision process — Project generation, project evaluation, project selection and project implementation. - Using Evaluation Techniques — Traditional (PBV VSARR) and DCF methods (NPL Vs IRR). Capital budgeting decision under conditions of risk and uncertainty (Theory & Problems).

Unit-III: The financing Decision: Sources of finance — a brief survey of financial instruments. The capital structure decision in practice: EBIT-EPS analysis. Cost of capital: The concept — Average Vs Marginal cost of Capital. Measurement of cost of capital — Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of dividends — Cash and Bonus shares. The theoretical backdrop — Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner (only theory).

Unit-IV: Current Assets Management: Concepts and characteristics of working capital. Need and Significance of the Working Capital. Factors determining the working capital. Working Capital Flow Cycle Estimating working capital requirements. Source of Working Capital Finance - Bank norms for working — Capital financing (Theory and Problems)

Unit-V: Corporate Restructures: Corporate Mergers and acquisitions and take- overs-Types of Mergers — Economic rationale for Mergers, motives for mergers, Financial Evaluation of Mergers — different approaches for valuation. Corporate Value based management systems — Approaches —Principles of good corporate Governance (only theory).

Suggested Books:

1. Richard A Brealeyetal., 2007, Principles of Corporate Finance, Tata McGraw Hill.
2. Gitman L.J. 2006, Managerial Finance, 11th Edition, Pearson Education.
3. Vishwanath.S.R.2007, Corporate Finance: Theory and Practice, 2nd Edition, Response books, Sage Publications.
4. Bruner.R.F.2007, Case Studies in Finance, 5th Edition, Tata McGraw Hill, New Delhi.
5. Prasanna Chandra, 2006, Financial Management theory and practice, 6th Edition, Tata McGraw Hill.
6. I.M. Pandey : Financial Management, Vikas Publishers.

M.B.A. 202. MARKETING MANAGEMENT

Unit – I - Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment.

Unit – II - Market Segmentation and Targeting : Identification of Market Segments — Consumer and Institutional/corporate Clientele — Segmenting Consumer Marketing, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.

Unit – III - Product Management : Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix, Product-line decisions, Brand decisions, classification of new products, New product development, Idea Generation, Idea screening, concept testing, business analysis, market testing, commercialization.

Unit – IV - Pricing Strategy: Objectives of pricing, methods of pricing, selecting the final price, adopting price, initiating the price cuts, imitating price increases, responding to Competitor's price changes.

Unit – V -Sales and Distribution Management: Advertising and Sales promotion — Channel function and flows, channel levels, channel management decisions, types of retailers, trends in retailing, the growth and trends in wholesaling. Sales force and sales agency — Advantages and disadvantages.

Suggested Books:

1. RajanSaxena, Marketing Management, 2/e, TMH, 2002.
2. Kerin, Hartley and Rudelius, Marketing — The Core, McGraw Hill, Irwin, 2004.
3. Philip Kotler, Marketing Management, 11/e, Pearson publishers, 2003.
4. Lamb, Hair and McDaniel, Marketing 7/e, Thomson Publishers, 2004.
5. V.S. Ramaswamy and S. Namakumari, Marketing Management, 3/e McMillan, 2003.
6. William D.Perreault and Jr.E.JeromeMcCarthy, Basic marketing 14/e, TMH 2002.

M.B.A. 203: HUMAN RESOURCE MANAGEMENT

Unit – I - Human Resource Management: Gaining a Competitive advantage — Responsibilities and Roles HR Departments perform — Changing nature of the HRM function — Competitive Challenges influencing HRM — Meeting competitive challenges through HRM practices — HRM and Competency Building — HRM and Change Management — HR as a Strategic Business Partner — The role of HR in providing Sustainable competitive advantage.

Unit – II - Human Resource Process: Objectives and Process — Job Analysis and Design — Acquisition and preparation of HR — Selection and placement process — Types of interviews — Effectiveness of Interviews — Socializing, Orienting and Developing Employees. Employee Training — Determining Training needs — Training approaches — Employee Development — Job shadowing — Employee Development Methods — Evaluating Training and Development Effectiveness.

Unit – III - Managing Careers: Career Development versus Employee development — Career Development — Value for the organization and individual — Career stages — Career Choices and Preferences — Holland Vocational Preferences Model — The Schein's anchors — Myers Briggs Typologies — Mentoring and Coaching

Unit-IV: Performance Management: An organizational model of Performance Management (PM) — Purposes of Performance Management—Performance Measures criteria -Approaches to measuring performance — Performance Appraisal Methods — Performance feedback — Performance Management and Pay Performance Management For Teams.

Unit-V: Contemporary Issues in HRM: Work Life Balance –Diversity Management — Talent Management — Quality of Work Life — Whistle blowing Policy — Outsourcing

Suggested Books:

1. Bohlander, 2006, Human Resource Management, 10th Edition, Thomson
2. Dessler Gary, 2006, Human Resource Management, 10th Edition, Pearson/Prentice Hall of India.
3. Mondy, 2007, Human Resource Management, 9th Edition, Pearson Education.
4. Wayne F. Cascio 2006, Managing Human Resources, TMH Aswathappa, 2006, Human Resource Management, 4th Edition, TMH
5. Noe A. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright: Human Resource Management, Tata McGraw Hill.
6. Jyothi P and DN Venkatesh — 2006, Human Resource Management, Oxford University Press.
7. VSP Rao 2006, Human Resource Management, Text and Cases, Excel Books.

M.B.A. 204: PRODUCTION MANAGEMENT

UNIT-I: Introduction to Production Management: Introduction - Meaning - Nature of Production - Production as a System - Types of Production Systems -Production as an Organizational Function -Brief History of Production and Operations Management - Importance of Production Management Function - Objectives of Production management.

UNIT-II: Scheduling and control of production operations: Production Planning and Control - need, objectives, and significance - Differences between PP Y6 PC. Control Procedures - Loading, sequencing and Scheduling - Plant Location and Plant layout - Nature, objectives, and different types of ayouts - Location and the factors influencing of location. Maintenance Management - Objectives, types of maintenance systems.

UNIT-III: Quality Management : Factors affecting quality - Quality Control - Objectives and functions of quality control - Types of Control Charts -Total Quality Management - Bench Marking -classification - Quality Circles.

UNIT-IV: Materials Management: Objectives and Importance and functions of Materials Management - Materials Planning - Materials Budgeting -Materials Control - Material Control Cycle - Materials Management Information System (MMIS).

UNIT-V: Stores Management: Stores Management - functions of stores, Duties of Storekeeper - Stores Layout - Stock Verification - Classification and Codification - Inventory Control - Different Systems of Inventory Control - ABC, EOQ and VED.

Suggested books:

1. Aswthappa, K., ShridharaBhat, K., "Production and Operations Management"
Himalaya Publishing House, Mumbai, 2009.
2. Chunwalla S.A., Patel,D.R., "Production and Operations Management"
HimalayaPublishing House, Mumbai, 2008.
3. Chari-"Production and Operations Management",Tata McGraw Hill,
2ndEdition2007.
4. Martand T. Telsang."Production Management", S.Chand Publication, New Delhi 2008

M.B.A. 205: MANAGEMENT INFORMATION SYSTEMS

Unit — I: Introduction to MIS — Importance of information for management decisions — Systems Approach and Information — System Development — Information System Architecture — Quantitative Techniques and Management Information Systems interfacing.

Unit — II: Physical design of computer sub-systems. Database design, File design, input, output and procedure design and system security. MIS development — process — system development — System Life cycle method — Structured Development method, and prototype method — Soft ware development.

Unit—III: Information Systems — Computers in Management — MIS Office automation — Decision Support System — Expert system.

Unit — IV: Implementation, Evaluation and maintenance of MIS — Pitfalls in MIS development.

Unit — V: System modeling for MIS. System engineering methodology for MIS problem solving.

Suggested Books

1. A.Senn — Analysis and Design of Information Systems
2. Gordan Davis — Management Information Systems, McGraw Hill
3. C.S.V. Murthy — Management Information Systems Text & applications, Himalaya Publishing House, Mumbai.

M.B.A. 206: BUSINESS LAWS

Unit – I - Law of Contract: Nature and essentials of contract — Different types of contracts — Performance and discharge of contracts — offer and acceptance capacity of parties to contract — consideration — consent — coercion — undue influence — misrepresentation — fraud — mistake — legality of objects — unlawful and illegal agreements — opposed to public policy — agreements in restraint trade — quasi contracts — Discharge contract.

Unit-II: Indemnity and Guarantee contracts: Contracts of indemnity — Contracts of guarantee — distinction between a contract of indemnity and a contract of guarantee — kinds of guarantee — Nature and extent of surety's liability — Rights of the surety — discharges of surety.

Unit-III: Bailment and Pledge Contracts: Meaning and Definition — Requisites of essential features of bailment — classification of bailment — Duties and rights of bailer and bailee — Bailee's lien — Termination of bailment — Pledge or pawn rights and duties of pawnee — rights and duties of pawner — pledge by non-owners.

Unit-IV- Law of Agency: Definition and nature of agency — Essentials of Agency — Creation of Agency — Classification of Agents — Kinds of Agents - Effects of rectification subagent and substituted agent — duties of an Agent - Rights of an Agent — Right of lien — Termination of agency — Relation of principal and agent — Relation of principal with third party — personal liability of agent.

Unit-V: Law of sale of goods: Elements of a contract for sales of goods — sale and agreement to sell — Hire purchase agreements — Price — Conditions and warranties — implied conditions — implied warranties — Transfer of property in and title to goods — rights and duties of seller and buyer — Rights of unpaid vendor.

Suggested Books:

1. N.D. Kapoor — Business Law, Sultan & Chand
2. Gulshan SS & Kapoor GK — Business Law including company law, Newage International Publishers, New Delhi.

M.B.A. 207: E-COMMERCE

- UNIT 1 Foundations of e-commerce (EC) ; Definition- evolution, and features of EC- Driving forces- benefits and disadvantages of EC- Applications of EC- B2B and B2C models of EC- Future of EC.
- UNIT II Infrastructure for EC.: Internet protocols TCP/IP and others — WWW -Client server concept — Internet security and Encryption — HTML and website design Architecture and applications of intranet and extranet D I .
- UN IT III E-payment systems: Various types of e-payments SSL and SST Protocols in e-payments — debit card system credit card system – digital cash digital wallets — Digital check.
- UNIT IV Issues in e-commerce: Legal issues Privacy issues IPR issues Ethical issues Social issues IT Act and E-commerce.
- UNIT V EC applications: Advertising SCM Market research Financial services Retailing — Trading stocks Auctions Publications.
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REFERENCE BOOKS:

1. Efraim Turban, Jae Lee, David King and H.Michael Chung, Electronic Commerce A managerial perspective, Pearson Education, New Delhi.
2. Kenneth C.Laudon, and Carol GuercioTraver, E-CommerceBusiness, technology and society, Pearson Education, New Delhi.
3. Joseph, &Commerce, PHI,New Delhi.
4. Ravi kalakota, Whinston, Frontiers of Electronic Commerce, Pearson Education, New Delhi.
5. Daniel Minoli, Emma Minoli, Web Commerce Technology Handbook, Tata MCGrawHill, New Delhi.
6. Ward Hanson, Internet Marketing, Thomson Learning Inc, Bangalore.

External Elective: 209: Creativity & Innovation Management

Unit – I :-Introduction to Creativity. Importance of creativity, Scope of creativity, Concepts of creativity, Attributes of creativity, Factors influenced on increasing significance of creativity, Creativity process, Barriers.

Unit – II :-Idea generates Technique: Redefinition Technique, Random stimulus Technique, PMI Method, ISA Method, and Thinking Hats Method. Group Creative Technique: Brain storming Method, NGT Method, Checklist Method, Delphi Method. Syntax Method. Diagrammatic Method of Problem Solving Technique: Affinity diagram Method, Inter-Relationship diagraph Method, Fish bone Method, Matrix diagram Method.

Unit – III: - Creativity Environment: Physical Environment, Organizational Environment, Social Environment, Economic Environment, Other influencing Environment, Creative Personality, Need of Creative Society.

Unit – IV:- Innovation Management: Introduction, Characteristics of Innovation, Components of Innovation, Types of Innovation, Scope of Innovation, Models of Innovation Process, System Approach, Evolution of Innovation Management. Process Innovation: Process improvement methods, Re-engineering, Bench marking.

Unit – V: - Thinking Tools of Innovation: Quality Circles, Heuristics and Models, Intuition, Innovation Opportunities: Two Types of Innovation- Innovation impact, Sources of Innovation, Opportunity Identification tool. Managing Innovation functions, Successful Innovation Management, Innovation cycle, Linear thinking process

Reference Books:

- 1 .C.S.G. Krishnamacharyulu&R.Lalitha —"Innovation Management" -Himalaya Publishing House 2007.
2. PradeepKhandwala- "Life Long Creativity".An Unending Quest Tata McGraw Hill 2006-Delhi.
- 3 .JoneCeserani& Peter greatwood "Innovation And Creativity" Crest publishing House New Delhi.
4. Narayana V.K.2001 "Managing Technology & Innovation for Competitive Advantage" Pearson Education.

MBA III Semester Subjects

- 304. Creativity and Innovation Management
- 305. Entrepreneurship Development
- 306. Logistics and Supply Chain Management
- 304. Project Report and Presentation

ELECTIVES:

Human Resource:

- HR 311 Human Resource Development
- HR 312 Employee Relations Management
- HR 313 Strategic Human Resource Management
- HR 314 Human Resources Information System
- HR 315 Performance Management Systems
- HR 316 Leadership and Change Management

Finance:

- FM 311 Security Analysis and Portfolio Management
- FM 312 Strategic Financial Management
- FM 313 Financial Markets and Services
- FM 314 Corporate Taxation
- FM 315 Management Control Systems
- FM 316 Insurance and Risk Management

Marketing:

- MM 311 Strategic Marketing Management
- MM 312 Consumer Behavior
- MM 313 Services Marketing
- MM 314 Customer Relationship Management
- MM 315 Retail Marketing Management
- MM 316 Sales and Distribution Management

M.B.A. 301: CREATIVITY AND INNOVATION MANAGEMENT

UNIT – I Introduction Definition and Justification of creativity and innovation Types of Creativity & Innovation, Barrier to Creativity & Innovation Four stages of creativity: Identify the question – Generate answers – Polish outcome - Implement Four principle approaches to creativity – Ignore creativity – Recognizing the importance of creativity – Develop creative culture in an organization – Make use of creative techniques in the organizational processes Major Theories of Creativity - The Psychoanalytical Theory of Creativity - The Mental Illness Theory of Creativity - Eysenck's Theory of Psychoticism - The Addiction Theory of Creativity - The Humanistic Theory of Creativity

UNIT – II Creative Process Opportunity recognition, Development, Realization Human creativity-stepping stones of analogy – making the strange familiar and the familiar strange – widens the span of relevance – practice serendipity – chances favours only the prepared mind – curiosity – suspension of judgment – toleration of ambiguity. Idea generation -Sourcing Ideas, Open versus closed Innovation, collaborative Innovation Linking knowledge, creativity and innovation

UNIT – III Organizing for Creativity and Innovation Individual creativity and innovation – Grassroots & Professional Innovations Leadership versus Management approach to creativity, Creative culture – Individual personality – team dynamics – free flow of communication – acceptance of risks to fail – explicit rewards. Creative resources: internal versus external - training for creativity & innovation – Internet – Books - Open innovation.

UNIT – IV Comparison of Creativity with concepts of: TQM, Operational Research, Neuro-Linguistic Programming (NLP) – Information Technology & Artificial Intelligence - Kaizen, Quality Circles, Business Process Reengineering, General business skills, Suggestion Box SWOT Analysis of creativity

UNIT – V Applications of Creativity and Innovation Internalizing creativity in organizational activities through – four aspects of Creativity - The creative product/Service The creative person - The creative process- The creative environment Convergence of creativity across domains Recent changes in creativity - Future of Creativity & Innovation

REFERENCES:

Text Books:

1. The innovation handbook: how to develop, manage, and protect your most Valuable ideas, Adam Jolly, ISBN 978-0-7494-5318-3, Kogan Page, 2008.
2. Creativity and Innovation for managers, Brian Clegg, Butterworth Heinemann, 1999
3. Tidd, J. and Bessant, J. 2009. Managing innovation. 3rd edition, Wiley, Chichester.
4. The art of creative thinking - How to be innovative and develop great ideas, John Adair, Kogan Page, London, 2007.

M.B.A. 302. ENTREPRENEURSHIP DEVELOPMENT

Unit-I- Entrepreneurship — Definition, Scope and Importance — Role of entrepreneurship in economic development. The cultural and Social Environment — Characteristics of entrepreneur — Functions of Entrepreneur. Identification of entrepreneurial talents — Innovation, Marketing and Financial viability as the Chief requisites.

Unit -II- Entrepreneurship development programs — the concept of entrepreneurial development — Need for training and Development — Need and objectives of EDPS — Course contents and curriculum of EDPS — Phases of EDPS.

Unit -III- Role of the government in motivating and developing entrepreneurship. Institutional support to entrepreneurs — NSIC — SIDO — DICS — TCOs, Industrial Estates, Specialized institutes.

Unit -IV- Institutional finance to entrepreneurs — IDBI, IFCI, ICICI, SFC, SIDC, SIDBI, EXIM Bank, Venture Capital etc. Factors affecting entrepreneurial growth — Economic Factors — Non-economic factors -Government actions — Problems of Entrepreneurs.

Unit -V- Women Entrepreneurship- Concept and functions of women entrepreneur — Growth of women entrepreneurs — Development of women entrepreneurs — Problems of Women entrepreneurs.

Suggested Book:

1. Vasanta Desai, "Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House, Mumbai, 2007.
2. S.S. Khanka, 2007, Entrepreneurial Development, S. Chand & Co. Ltd.
3. Poornima. M Charantimath, 2006, Entrepreneurial Development and Small Business Enterprises, Pearson Education.
4. Gupta — "Entrepreneurship Perspective and Paradigms", 1997 — Macmillan Publishers India Ltd., New Delhi.

M.B.A. 303: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Unit—I: Logistics and Competitive Strategy: Competitive Advantage — Gaining Competitive Advantage through logistics — The Mission of Logistics Management — Integrated supply chains — Supply chain and Competitive Performance — The changing logistics environment — Models in Logistics Management — Logistics to Supply Chain Management — Focus areas in Supply Chain Management — Performance Measures for SCM.

Unit—II: Customer Service Dimension: The marketing and logistics interface Customer service and customer retention — Service — driven logistics systems — Basic service capability — Increasing customer expectations — Value added services — Customer satisfaction and success — Time based logistics — Case studies.

Unit—III: Logistics System Design: Logistics positioning — Logistics reengineering— reengineering procedure — logistics environmental assessment — time based logistics — alternative logistics strategies — strategic integration — logistics time-based control techniques.

Unit-IV: Measuring Logistics Costs and Performance: The concept of Total Cost Analysis — Principles of logistics costing — Logistics and the bottom line — Impact of Logistics on shareholder value — customer profitability analysis — direct product profitability — cost drivers and activity — based costing.

Unit—V: Logistics and Supply Chain relationships: Benchmarking the logistics process and SCM operations — Mapping the supply chain processes — Supplier and distributor benchmarking — Setting benchmarking priorities — identifying logistics performance indicators — Channel structure — Economics of distribution — channel relationships — logistics service alliances.

Suggested Books

1. Sup Jhon T. Mentzer, Supply Chain Management, Response Books, New Delhi 2007, Rs.495/-
2. Donald J. Bowersox and David J. Closs, Logistical Management: The Integrated Supply Chain Process, TMH, 2003.
3. Martin Christopher, Logistics and Supply Chain Management, Pitman, London 1993.
4. Sunil Chopra and Peter Meindl, Supply chain Management: Strategy, Planning and Operation, 2/e, Pearson Education, New Delhi 2002.
5. B.S. Sahay, Supply Chain Management for Global Competitiveness, Macmillan, New Delhi, 2003.

M.B.A. HR 305: HUMAN RESOURCE DEVELOPMENT

Unit - I

Human Resource Development – Evolution of HRD - Relationship with HRM – Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

Unit - II

Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.

Unit - III

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

Unit - IV

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

Unit - V

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

References:

Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMENT, PHI Learning, 2001

Uday Kumar Haldar HUMAN RESOURCE DEVELOPMENT, Oxford University Press, 2009

Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, Cengage Learning, 2006

William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.

M.B.A. HR 306: MANAGEMENT OF INDUSTRIAL RELATIONS

Unit—I: Industrial Relations — Basis concept and philosophy of IR. Evolution and growth of IR in India Factors influencing IR in India. Industrial Disputes — Causative and remedial factors. Framework for prevention and settlement of Industrial disputes under the Industrial Disputes Act.

Unit—II: Collective Bargaining — Concept and characteristics of Collective Bargaining. Role of Collective Bargaining in promoting industrial amity and peace .Extent of success of collective bargaining process. Problems and Issues involved in Collective Bargaining.

Unit—III: Trade Union leadership and linkage of trade unions with political parties. The problem of Trade Union Recognition and Government Policy .Trade Union Act. Employee Grievances and Discipline. Causes of Industrial Disputes .Machinery for Redressal of employees' Grievances. Standing orders .Code of Discipline-basic provisions .Process of holding Domestic Enquiry.

Unit—IV: Wage policy and Regulations. Concept of Wage —Statutory mechanism and framework as envisaged under the Payment of Wages Act. Concept of Fair Wage. Mechanism for fixation of Minimum wages under the minimum wages Act. Industrial Employment (Standing Orders) Act. Bonus-Basic concept of Bonus. Mechanism for determination and payment of Bonus under the Bonus Act. Minimum Bonus. Concept of Productivity-linked Bonus.

Unit—V: Workers' Safety and Welfare. Employee safety and welfare programmes. International Labour Organization — Its programmes. Salient features of Factories Act concerning Social Security of workers programmes in India. Workers' participation: Methods and Techniques of Workers involvement and participation. Composition and the working of works committees and joint management councils. Causative factors contributing to their ineffective functioning and failure in India.

Suggested Books:

1. Dale Yoder: Personnel Management and Industrial Relations; Prentice Hall of India 1992.
2. ArunMonappa: Industrial Relations, TataMcGraw Hill - 1985.
3. SubbaRao P, "Industrial Relations", Himalaya Publishing House, Mumbai, 2008.

M.B.A. HR 307: STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit — I: Strategic role of HRM : Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance — Investment perspectives of HR: Investment Consideration, investments in Training and Development, investment practices for improved Retention, Investments job secure work course, Nontraditional investment Approaches.

Unit — II: Managing Strategic Organizational Renewal: Managing Change and OD, instituting TQM programmes Creating Team based organizations, HR and BPR, Flexible work arrangement.

Unit — III: Establishing Strategic Pay Plans: Determining periods, Establishing periods, Pricing Managerial and Professional jobs, Compensation trends, Objectives of International Compensation, Approaches to international Compensation, Issues related to double taxation Cases.

Unit — IV: Managing Global Human Resources: HR and the internationalization of business, Improving International Assignments through selections, Training and maintaining International Employees, Developing International Staff and Multinational Teams.

Unit — V: Multinational, Global and Transnational Strategies: Strategic Alliances ,Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities — Repatriation Process — Case studies.

Suggested Books:

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin and Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

M.B.A. HR 308: HUMAN RESOURCE INFORMATION SYSTEM

UNIT-I - Introduction - Data and Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, and Mechanics of HRIS; Programming Dimensions and HR Manager with no technology background; Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal (only data input, output & screens);

UNIT-II -Data Management for HRIS - Data Formats, Entry Procedure and Process; Data Storage and Retrieval; Transaction Processing, Office Automation and information Processing and Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis - Concept and Mechanics; Standard Software and Customized Software; HRIS - An Investment.

UNIT-III -HR Management Process and HRIS-Modules on MPP, Recruitment, Selection, Placement, Module on PA System; T and D Module; Module on Pay A and Related Dimensions; Planning and Control; Information System's support for Planning and Control.

UNIT-IV -HR Management Process II and HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process; Organization Culture and Power - Data Capturing for Monitoring and Review; Behavioral Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making. M.A. Human Resource Management: Syllabus (CBCS) 32

UNIT-V-Security, Size and Style of Organizations and HRIS-Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome; Orientation and Training Modules for HR & Other Functionaries; Place and Substance of HRIS and SMEs - Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS and Employee Legislation; An Integrated View of HRIS; Why and How of Winners and Losers of HRIS Orientation.

References

1. "The Agenda: What Every Business Must Do to Dominate the Decade",
"Dr.MichaelHammer, Hammer and Company, One Cambridge Centre, Cambridge, MA,
02142
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Koganpage.
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth
HOULDS WORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional
Publishing House.

M.B.A. HR 309: PERFORMANCE MANAGEMENT SYSTEMS

- Unit - I:** Conceptual Approach to Performance Management: Need for Performance management in Indian organizations. Determinants of job performance: Linkage between human resource strategy and organizational performance. Role of personality factors in job performance. Performance planning and role clarity. Key performance Areas: Performance Targets - Components of effective Performance Management. Performance management cycles.
- Unit - II:** Performance Appraisal: Need and methods for performance appraisal: Assessment center - psychometric tests - Leaderless group discussions - Management games - Simulation exercises - Role Plays - Self-appraisal - 360 appraisals - Rating-less appraisals for performance management systems. Performance Review - Re-engineering performance appraisal system - Performance analysis - Performance review discussion - Performance monitoring and feedback.
- Unit - III:** Bench marking for excellence in performance: Linkages - Organizational excellence -Corporate Performance Management - EFQM Excellence Model - Diagnostic bench-marking - Process bench-marking - Bench-marking in the Indian industry - Effectiveness of bench-marking - Experience based approach to bench-marking - New performance management model - Process Management as a route to value beyond expectation and emotional surplus.
- Unit - IV:** Competency mapping as a performance management tool: Competency mapping - Building Competency models - The McBer Generic competency model - Competency casual flow model - Factors affecting the human performance system - Profiling competency framework for a particular role - Competency gap - Competency Assessment - Balanced Score Card framework - Making Performance Management Systems (PMS) and Appraisals Work.
-
- Unit - V:** Developing and Designing Performance Management Systems: Designing Performance Appraisal as a framework for performance management - A realistic model for performance management - Using PMS data for HR decisions and performance improvements - PMS and Appraisal practices in India and other Asian countries - Policy and strategy initiatives in improving HR performance - Implementing and managing performance management - The impact of Performance Management on line managers and employees.

Suggested Books:

1. G.K. Suri, C.S. Venkataratnam, N.K. Gupta, 2004, Performance Measurement and Management - Excel Books Pvt. Ltd.,
2. Dinesh K Srinivastava, 2005, Strategies for performance management - Excel books.
3. T.V.Rao, 2006 Performance Management and Appraisal Systems - Response Books.
4. Richard S Williams, 2006, Managing Employee ^{Appraisal} - Thomson Publishers.
5. Agwnis, 2006, Performance Management - Pearson.
6. PremChadha, 2006, Performance Management - Macmillan India Ltd.
7. T.V.Rao, 2006, Redesigning Performance Appraisal System - Tata McGraw Hills.
8. Editor Mike Walter, 2006 The Performance Management Hand Book: Jaico Publishing House.
9. King P, 2006 Performance Planning and Appraisal - Tata McGraw Hills.
10. T.V. Rao 1999, appraising and Developing Managerial Performance, Excel Books.
11. T.V. Rao et al. (Ed.) 2006, 360 Degrees Feedback and Performance Management System (Volumes One, Two and Three), Excel Books.

M.B.A. HR 310: LEADERSHIP AND CHANGE MANAGEMENT

- Unit— I:** Nature and importance of leadership — Leadership roles — Leadership motives — Leadership as a process — the complexities of leadership — Measures of success and failure — Guidelines for leadership. Effective leadership behaviors and attitudes — Super leadership — Situational influences on effective leadership behaviour — leadership styles — Situational leadership.
- Unit— II:** Leadership of quality and technology — Leadership practices that foster Total Quality Management. Leadership development, succession and the future — Leadership development programmes — Evaluation of leadership development efforts. Mentoring — Mentoring in Indian Organisations.
- Unit— III:** Formation and maintenance of Organizational culture — The cultural web — Cultural influences and cultural management — Cultural factors influencing leadership practice. Leader's role in shaping and reinforcing culture — assessing organisational culture — Organisational culture inventory — Kilman — Season culture gap survey — Triangulation Developing a global organisational culture — Developing an ethical Organisational culture — Fostering a learning culture in organisations.
- Unit— IV:** Organisational change — Nature of change — Sources of change — Impact of change on organisations — Resistance to change. Perspectives on change — Contingency Perspective — Resource dependence Perspective — Population ecology Perspective — Institutional perspective Types of change — Incremental change — Radical change — Participative change — Directive change. Organisational design for change — Approach to effective organisational design — Key roles in organisational change. Visionary leader as change agent.
- Unit— V:** Managing creativity and innovation. Institutionalizing creativity and innovation.

Suggested Books:

1. Leadership — Richard Hughes, Robert Ginnett, GirdonCurphy — McGraw Hill — 1999.
2. Leadership — DubrinJ.Andraw — All India publishers and Distributors Ltd., - 1985.
3. Cases in leadership, Ethics and Organisational Integrity — Lynn Sharp Paine — McGraw Hill — 1997.
4. OrganisationalBehaviour — Richard Pettinger — MacMillan - 1990.
5. OrganisationalBehaviour — Foundations, Realities and Challenges — Debra L Nelson, James Campbell — West Publishing Company — 1990.
6. Managing Organisational Change — V.Neelakanth, S. Ramnarayan, - Response Books, New Delhi — 2000.

M.B.A. FM 305 :Security Analysis and Portfolio Management

Unit — I: Investment — Objectives, Nature, Channels of Investment — Investment and speculation process of investment. Capital Markets — Stock Exchanges — BSE NSE — OTCEI — Trading in stock exchanges — New issue market.

Unit — II: Return — measurement of return — Traditional techniques — Holding period — Statistical methods — Probability distribution — Calculation of expected return. Risk — risk factors, risk classification — Systematic risk — unsystematic risk — Standard deviation — Variance — Correlation Coefficient — Beta — Calculating expected return and risk.

Unit — III: Valuation — approaches of valuation — Bond valuation — Preference share Valuation — Common stock valuation. Fundamental analysis — Economy, Industry and Company analysis and Technical analysis.

Unit — IV: Portfolio — Process of Portfolio Management, Traditional view — Diversification — Modern Portfolio models — Markowitz model — Sharpe single index model, Capital Asst. Pricing model.

Unit-V: Portfolio selection — efficient frontier — Utility, functions and optional portfolio — Evaluation of Portfolio Performance — Mutual funds — Concept, objectives and functions of mutual funds.

Suggested Books:

1. Avadhani V.A., "Security Analysis and Portfolio Management" Himalaya Publishing House, Mumbai.
2. Donald E. Fisher, Ronald J. Jordan, "Security Analysis and Portfolio Management", Prentice Hall of India (P) Ltd., New Delhi.
3. Jack Clark Frances, "Investment Analysis and Management", McGraw Hill Book Company, New York.
4. Preethi Singh, "Investment Management", Himalaya Publishing House, Mumbai.

M.B.A. FM 306. STRATEGIC FINANCIAL MANAGEMENT

- Unit— I: Corporate Valuation and Value Based Management: Methods of corporate valuation: Discounted Cash Flow method; Comparable Company method; Adjusted book value methods; Rationale for shareholder wealth maximization; Value based management systems; Marakon approach; Alcar approach; Mckinsey approach; Alignment of interest; Agency considerations; Corporate governance; Management compensation.
- Unit—II: Capital Budgeting Strategy: Multiple investments and risk management — Simulation and portfolio approaches. Evaluation of managerial option to expand, contract, postpone and abandon projects. Capital Rationing — Concept, Causes and process — Methods —Aggregation, incremental, probability index, postponement index, weighted index, Allocating resources to divisions, BCG approach. Capital budgeting growth Bond refunding. Treatment of external costs & benefits in investment decisions; Concept and rationale of social cost benefit analysis (SCBA).
- Unit — III: Mergers and acquisitions: Types — Horizontal, Vertical and Conglomerate Mergers-Characteristics; Theories of mergers — efficiency theories, information and signaling; agency problems and managerialism; the free cost flow hypothesis, market power and tax considerations. Timing of merger activity. Valuation problems of M&A. Cross border acquisitions — the role of exchange rates and takeover process, the trade off between costs and political instability. Restructuring: Joint Ventures — financing and evaluation — rationale and role of JVS. Reasons for failure. Sell-off and divestitures — types and motives, explanations and rationale, regulatory frame work. Takeover Defenses: Financial Defenses measures, coercive offers and defense, position pill defense, targeted share repurchase, stand still agreements, strategic reactions by targets.
- Unit — IV: Management of Risk: Product-Market and Capital-Market risks. Risk management — not avoidance — is the objective. Total risk matters. Characteristics of high risk firms and methods of reducing corporate risk. Risk reporting: Internal reporting — corporate, business unit and desk level risk. External reporting — regulatory requirements regarding disclosure and transparency.
- Unit — V: Designing New Financial Instruments: Need — Environmental factors and intra-firm factors. A model for new product development — Directions, Design, testing and introduction, instrument preview Motivations. Pricing efficiency, regulatory/policy constraints, market access, market expertise and desire to deal with a single party. Issuer-motivation-Arbitrage transactions and non-arbitrage transactions. Innovation products in the Indian markets —Warrants, Convertibles etc., and their valuation.

Suggested books:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill — 2000.
2. Weston J.F. Chung K.S. Hoge S.E., Mergers, Restructuring and Corporate Control, PHI — 1996.
3. Marshal J.F. Bansal V.K. Financial Engineering, PHI — 1996.
4. Marc Lore & Lev Borodovsky, The professionals Hand book of Financial Risk Management, Butter Worth& Heinemann — 1996.
5. William H. Beaver & George Parker, Risk Management: Problems and Solutions, McGraw Hill — 1996.
6. Joel M. Stern & Donald H.Chew Jr. The Revolution in Corporate Finance, Blackwell Finance — 1992.

M.B.A. FM 307: FINANCIAL MARKETS AND SERVICES

Unit—I: The basic theoretical Framework: The Financial System and its technology; The factors affecting the stability of the Financial System; Development Finance Vs. Universal Banking; Financial Intermediaries and Financial Innovation; RBI-Central Banking. The Financial Institutions: A brief historical perspective. An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC.

Unit—II: The Banking Institutions: Commercial banks — the public and the private sectors — structure and comparative performance. The problems of competition; interest rates, spreads and NPAs. Bank capital — adequacy norms and capital market support. The Non-Banking Financial Institutions: Evolution, control by RBI and SEBI.

Unit — III: Insurance: The Economics of Insurance; Life Insurance; Reinsurance; The Insurance Industry and its regulation. Efficiency and the Structure of the Insurance Industry' Pension funds; pension plans today.

Unit—IV: Financial Services: Asset fund based Financial services — Lease finance, Consumer credit and hire purchase finance, Factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based/Advisory services: Stock broking, credit rating. Merchant Banking: Functions and activities, Underwriting, Bankers to an Issue, Debenture Trustees, Portfolio Managers.

Unit-V: Operations: Financial Assets/Instruments Rights issues, issue of Debentures, Depository System in India - depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository system.

. The regulatory framework: SEBI and Regulation of Primary and Secondary Markets, Company Law provisions.

Suggested Books:

1. Avadhani: Investment and Securities Markets in India, Publications, Delhi
2. Bhole, L.M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Khan.M.Y. Indian Financial System, Tata McGraw Hill, Delhi.

M.B.A. FM 308: CORPORATE TAXATION

Unit - I. Direct Tax Laws

A comprehensive study of the Income-tax act, 1961, Wealth-tax act, case laws governing capital and revenue expenditure, deemed income, residence concept. Special Problems Centring on the concept of assesses, registered Firm, Hindu Undivided family, Companies, Association of persons and trust, minors, Cooperatives, non-resident India's and avoidance of double taxation.

Unit -II. Problems covering heads of income

Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gains, income from other sources, Income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. computation of income and Return of Income Tax, Filing procedure.

Unit - III. Tax audit

Tax administration appeals, revisions, review, rectification and application to central Board of Direct Taxes. Acquisition Proceedings Principles of valuation of movable and immovable property. Tax incentives and export promotion, deductions under chapter VI, other benefits and tax exemptions.

Unit - IV. Indirect Tax

Indirect Tax Laws, administration and relevant procedures The central Excise including Central Value Added Tax (CENVAT); The Central Sales Tax Act, 1956 (74 of 1956); The Customs Act, 1962 (52 of 1962); and Excise audit.

Unit - V. Assessment of Tax payable by the Assess under Indirect Taxes Power of different authorities Impact of Tax on GATT 94, WTO, Anti Dumping Processing Tariff Commission and other tariff authorities

References:

- a) Taxman's students guide to income tax by Dr. Vinod K. Singhania.
- b) Systematic approach to income tax and central sales tax by Ahuja and Gupta.
- c) Income tax ready reckoner by V. G. Mehta.
- d) Service tax law, practice, and procedures by C. Parthasarthy and Agarwal

M.B.A. FM 309: MANAGEMENT CONTROL SYSTEMS

Unit—I: Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives -Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller.

Unit—II: Responsibility Centers - Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting w.r.t. Engineered and Discretionary costs - Benchmarking and Total Cost Management

Unit—III: Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement

Unit—IV: Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector Financial and Non-financial performance measures w.r.t. Balance Score Card (Rock Water's Model). Long Range Planning -Converting corporate vision into a long-range plan - Input Output Relationship

Unit—V: Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives

Suggested Books

1. Management Control Systems, 10th Ed. - Anthony and Govindrajan
2. Practical Auditing - B.N.Tandon
3. Cost Accounting - B.K.Bhar
4. Management Control Systems - Kirby
5. Financial Management - Prasanna Chandra

M.B.A. FM 310: INSURANCE AND RISK MANAGEMENT

Unit—I: Overview of Risk, Risk identification, Risk, Insurance and Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation, Risk assessment & Management- Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability. Risk Management and control.

Unit—II: Risk Management using futures and forwards differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures - Commodity futures, Index futures interest rate futures-arbitrage opportunities. Swaps: Mechanics of interest rate swaps —volatility of interest rate swaps —currency swaps —valuation of currency swaps.

Unit—III: Risk Management using Options: Types of options, option pricing, factors affecting option pricing — call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- options on futures — interest rate options. Concept of exotico option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

Unit—IV: Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward markets, commissions and regulation of commodities traded — trading and settlements — physical delivery of commodities. Interest rate markets-Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rates, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).

Unit—V: Credit risk-Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing

Suggested Books:

1. Harrington E. Scott and Niehaus R. Gregory, Risk management and insurance, Tata McGraw Hill Education New Delhi 2004
2. Dorfman S. Mark, introduction to risk management and insurance Prentice hall of India, New Delhi, 2005
3. Jr., C. Arthur C Williams, Peter C Young, Michael L. Smith, Risk Management & Insurance, McGraw-Hill/Irwin; 8th edition
4. Vohra & Bagri, "Options & Futures", Tata McGraw Hill Education New Delhi, 2/e
5. Dubofsky & Miller, "Derivatives- Valuation & Risk Management", Oxford University Press, New Delhi, 2004/05.

M.B.A. MM. 305: STRATEGIC MARKETING MANAGEMENT

Unit—I: Strategic Marketing Management — Objectives & concept of Strategic Marketing Management - Strategy Formulation — Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management.

Unit—II: Strategic Marketing analysis — SWOT Analysis, GAP Analysis — Competitive Analysis — Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness.

Unit—III: Marketing Strategy Implementation — Integration of Marketing Strategies and their application to different business sectors — FMCG, Industrial, & Services. Hurdles in the implementation of marketing strategy.

Unit—IV: Specific strategy initiatives — New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.

Unit—V: Marketing Strategy Evaluation — Marketing Audits & their scope — Measurement of Marketing Performance and its feedback to next year's marketing strategy formulation. Marketing Strategy Case Studies - (One contemporary case study to be incorporated in the question paper) One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.

Suggested Books:

- 1** Marketing Management: Analysis, Planning & Control: - Phillip Kotler
- 2.** Business Policy & Strategic Management — AzarKazmi
- 3.** Strategic Marketing-David W.Cravens, Nigel F. Piercy
- 4.** Marketing Strategy, TMH Ed. - Boyd Walker, Mullins Larrech

M.B.A. MM 306: CONSUMER BEHAVIOUR

Unit—I: Consumer Behaviour — Meaning — Need for studying Consumer behavior — Factors influencing consumer behaviour — social, economic, psychographic. Individual influence, group influence — influence of religion, culture, language, status etc

Unit—II: Individual influencing factors — product perception, learning, attitude and personality — Social and cultural setting Reference groups, family, social class, influence of culture, sub-cultural and cross-cultural aspects.

Unit—III: Consumer Decision making process: Personal influence and opinion leadership process. Diffusion of innovations, consumer Decision Making Process-New Product purchase, repeat purchase.

Unit—IV: Models of Buyer Behaviour - Howard Model, Howard- Sheth Model - EKB Model - Webster and Wind Model. Consumerism: The roots of consumerism, consumer safety, consumer information.

Unit—V: Consumer Protection: Consumer Protection Act 1986 - Central Consumer Protection Council - State Consumer Protection Council — District Consumer Protection Council - Consumer Disputes Redressal Forums.

Suggested Books:

1. Leon G.Schiffman&LesticLazerKarnuk, "Consumer Behaviour" Prentice Hall of India.
2. SujaR.Nair, "Consumer Behaviour(text and cases)".
3. Kumar, Conceptual Issues in Consumer Behaviour: The Indian Context, Pearson Education, New Delhi, 2003.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Michael R.Solomon, Consumer Behaviour, 5/3, Prentice Hall of India, New Delhi, 2003.

M.B.A. MM 307: SERVICES MARKETING

Unit — I: Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy — Services Strategy.

Unit — II: Consumer Behaviour in Services — Market Segmentation and Services Positioning — Service Demand Management — Designing and Managing Service Product.

Unit — III: Service Quality Management: Service Quality Audit — GAP Model of Service Quality — Total quality Services Marketing — Service Excellence — Pricing of Services — Pricing Strategies Linked to Value Perceptions.

Unit — IV : Service Distribution — Managing Physical Evidence — Internal Marketing.

Unit- V: External Marketing: Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth — Service Deficiencies — Consumer Grievance and Recovery Strategies.

Suggested Books:

1. K.RamaMohanaRao: Services Marketing, Pearson Education, New Delhi.
2. Shajahan, S. Services Marketing — concepts, Application and Cases, HimalayaPublishing House Pvt. Ltd., Mumbai.
3. ValeriZeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.
4. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
5. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
6. SM Jha, Services Marketing, Himalaya Publishers, New Delhi.
7. R. Srinivasan, Services Marketing, PHI Publishers, New Delhi.
8. B. Balaji, Services Marketing & Management, S Chand Publishers, New Delhi
9. Ravi Shankar, Services Marketing, Excel Books, New Delhi.
10. Audrey Gilmore, Services Marketing & Management, Sage Publishers, New Delhi.

M.B.A. MM 308: CUSTOMER RELATIONSHIP MANAGEMENT

Unit-I: Concepts and Context of CRM: Definition — Importance — CRM as part of a customer service quality — The business environment of CRM: legal, ethical, economic, competitive and social environment.

Unit-II: Understanding Customers: Consumer Behaviour principles — Organizational buyer behaviour — Retail and business customer profiling — Relationship life cycles — Understanding and evaluating customer business plans.

Unit-III: Information Gathering Collation, Analysis and Evaluation: Principles of customer research. Using internal information sources: Using customer data — Data warehousing and data mining — Segmentation and targeting. Identifying cost effective external information sources: Published data — Using the Internet — Market research.

Unit-IV: Managing Customer Relationships: Understanding and managing customer expectations. Developing customer confidence. Building relationships by adding value to customers cost effectively. Planning and making persuasive presentations. Managing customer contact strategies: Face-to-face — Telephone — Post/email — Internet. Dealing with difficult situations: Imparting bad news — Closing accounts — Exit strategies.

Unit-V: Developing CRM strategy: The role of CRM in business strategy. Understanding service quality: Technical quality: product knowledge — Functional quality — Determinants of service quality. Managing customer communications. Measuring performance of CRM: Setting standards — Customer satisfaction — Portfolio profitability.

Suggested Books:

1. Brown, A. Stanly — *Customer Relationship Management*, Johwilly and Sons, Canada 2001.
2. Dyche Jill — *The CRM Handbook A Business Guide to CRM*, Pearson Education Asia, New Delhi — 2002
3. Gosney, John W. and Thomas P. Boehm: *Customer Relationship Management Essentials*, Prentice Hall , New Delhi.
4. Roberts, M.L and P.D Berger: *Direct Marketing Management*, Prentice Hall, New Jersey.
5. Seth, Jagdish N. et. al.: *Customer Relationship Management*, Tata McGraw Hill Publishing Co., New Delhi.
6. Stone, Merlin and Neil Woodrock: *Relationship Marketing*, Kogan Page, London.

M.B.A. MM 309: RETAIL MAREKETING MANAGEMENT

Unit — I: Introduction to the world of Retailing: Advent of retailing — Functions of retailing — Types of retailing — Customer buying behaviour.

Unit — II: Retailing Strategy: Target market and Retail format — Growth strategies — Strategic retail planning process — Factors to be considered for retail planning. Merchandize Management: Merchandize planning — Sources of merchandize — Category Management — Buying systems to stores —Allocation of merchandize.

Unit — III: Pricing and Communication Strategies in Retailing: Retailing pricing strategies — Approaches for setting pricing — Pricing adjustments — Using price to stimulate retail sales — Promoting the merchandise —Implementing an advertising plan.

Unit — IV: Location strategies: Shopping centers — Freestanding sites — Location and retail strategies — Factors affecting the demand for a region or trade area —Factors affecting the attractiveness of a site.

Unit — V: Retailing in India: The present Indian retail scenario — Factors affecting retailing in India — Region wise analysis of Indian retailing — Retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

Suggested Books:

1. Levy and Weitz, Retailing Management, 5th Ed, TMH, 2003
2. A.J.Lamba, The art of Retailing, 1st Ed, TMH, 2003.
3. Andrew J Newmann and Petescullen, Retailing Management 1st Ed, Thomson Learning, 2003.
4. George H Lucas, Robert P Bugh and Larry G. Gresham Retailing Management, 1997 1st, AIPD.
5. Barry Berman Joel and R Evans, Retailing Management — A Strategic Approach, 8th Ed, Pearson Education, 2002.
6. Gilbert, Retail Marketing Management, Pearson Education.

M.B.A. MM 310: SALES AND DISTRIBUTION MANAGEMENT

Unit — I: The Marketing Communication Process — Integrated Marketing Communication Strategy. Role of different elements of promotion mix in marketing communication. A model of communication effects.

Unit — II: Advertising planning and Decision Making — Advertising objectives. Creative strategy: The creative idea, creative execution tactics for low and high involvement persuasion. Creative execution: Attention and structure of Advertisements. Media strategy and implementation.

Unit — III: Personal Selling — Objectives, Strategy: Sales Planning, Sales Management, Personal Selling and Salesmanship. Sales Management: Recruiting, Selecting, Training, Motivating, Compensating, Evaluating and Supervising Sales force. Sales budgets quotas and sales territories.

Unit — IV: Marketing Channels: Structure, functions and Relationships. Channel design and Management decisions. Vertical, Horizontal and Multi channel Marketing Systems. Physical distribution strategic issues and key decisions in retailing and wholesaling. Direct marketing.

Unit — V: Sales promotion, publicity and supplementary media objectives and types of consumer and trade promotions. Yellow pages, specialty advertising and e-marketing publicity and media.

Suggested Books:

1. Batra, Myers and Aaker: Advertising Management, PHI — 1999.
2. Rossiter and Percy: Advertising Communications and Promotion Management, McGraw Hill International Editions — 1988.
3. Still, Cundiff and Govani: Sales Management, **PHI** — 1988.
4. Stern louis and El -Ansaryhrdel: Marketing Channels Prentice International Edition, Enyelwoold cliff — 1999.
5. Ron Hasty and James Reardon: Retail Management, McGraw Hill International Edition —1997.
6. Bovi and Thill: Advertising for Excellence, McGraw Hill-1980.

DRAVIDIAN UNIVERSITY

Srinivasavanam: KUPPAM-517426
SCHOOL OF COMMERCE & MANAGEMENT

MBA IV Semester Subjects

405. International Business

406. Strategic Management

407. Operations Research

408. Viva-Voce

ELECTIVES:

Human Resource:

HR 411 Knowledge Management

HR 412 International Human Resource Management

HR 413 Labour Legislation & Management

HR 414 Compensation Management

HR 415 Employee Empowerment

HR 416 Management of Creativity & Innovation

Finance:

FM 411 Financial Derivatives

FM 412 International Financial Management

FM 413 Security Market Operations

FM 414 Financial Engineering

FM 415 Mergers and Acquisitions

FM 416 Tax Planning and Management

Marketing:

MM 411 Product and Brand Management

MM 412 Advertising and Sales Promotion

MM 413 Rural Marketing

MM 414 International Marketing Management

MM 415 Industrial Marketing

MM 416 Marketing Research

M.B.A. 401: INTERNATIONAL BUSINESS

Unit—I: International Business — an overview Introduction field of International Business, Stages of Internationalization, Approaches of International Business, Theoretical explanations of International Business Environment. Political and Cultural Environment. International Financial Institutions.

Unit—II: Government Influence on Trade — Rationale for Government Intervention, Forms of Trade Control, Genesis and establishment of WTO, TRIPS & TRIMS.

Unit—III: Regional Economic Integration and Business Opportunities — Forms of Economic integration, Major Trading Blocks — European Union, NAFTA, EFTA, APEC, ASEAN, SAPTA Countervailing Forces — SARC.

Unit—IV: Managing International Business — Strategy and structure in the International Organization. International Strategic Planning — formulation and implementation, Organizing International Operations — Basic Organizational Structure, Organizational Characteristics of MNCs, Trans cultural Communication — Overall communication process, Communication Effectiveness, Decision Making Controlling.

Unit-V: International Strategic Management and Ethics — Strategy and strategic Management Process, Global Company, Business life cycle, International product life cycle, Entering international markets, Business ethics and International Business.

Suggested Books

1. SubbaRao P, "International Business", Himalaya Publishing House, Mumbai, 2000.
2. Shiva Ramu S, "International Business", Anmol Publications.
3. Donald Ball : International Business : The Challenge of Global Competition, McGraw Hill, 1999.
4. Edgar P Hibbert: International Business — Strategy and Operations, McMillan Ltd.

M.B.A. 402: STRATEGIC MANAGEMENT

Unit—I: Introduction — Concepts in Strategic Management, Strategic Management as a process — Developing a strategic vision, Mission, objectives, Policies — Factors that shape a company's strategy — Concepts of core competence, crafting a strategy.

Unit—II: Environmental Scanning: Industry and Competitive Analysis — Methods. Evaluating company resources and competitive capabilities — SWOT Analysis — Strategy and Competitive advantage. Strategic Analysis and Choice : Tools and techniques — Porter's Five Force Model, BCG Matrix, GE Model, Market Life Cycle Model — Capability Maturity Model (CMM) and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies.

Unit—III: Strategy Formulation: Strategy Frame work for analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers — Formulation of strategy at corporate, business and functional levels. Types of Strategies: Offensive strategy, Defensive strategy, Vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations.

Unit—IV: Strategy Implementation : Strategy and Structure, Strategy and Leadership, Strategy and culture connection — Operationalising and institutionalizing strategy — Strategies for competing in Globalizing markets and internet economy — Organisational values and their impact on strategy — Resource Allocation as a vital part of strategy — Planning systems for implementation.

Unit-V: Strategy Evaluation and Control: Establishing strategic controls —Measuring performance — appropriate measures — Role of the strategist —using qualitative and quantitative benchmarking to evaluate performance —Strategic Information Systems — problems in measuring performance — Guidelines for proper control — Strategic surveillance — Strategic Audit —Strategy and Corporate Evaluation and feedback in the Indian and international context.

Suggested Books:

1. SubbaRao P, "Business Policy & Strategic Management", Himalaya Publishing House, Mumbai, 2000.
2. Thomson &Stricland, "Strategic Management", McGraw Hill, New York.
3. FRED R Mc FADDEN Modern Web Commerch. Published by Pearson Education Ltd., Delhi

M.B.A. 403: OPERATIONS RESEARCH

Unit – I - Introduction to OR: Meaning and scope of OR, Definition of general LPP, Formulation of LPP, solution of LPP by graphical Method —Fundamental theorem of LPP, simplex algorithm — Concept of artificial Variables, Big — M method and two — phase simplex method — Concept of duality Dual simplex method.

Unit – II - LPP Simplex Method & Transportation Problems: (Maximization and Minimisation) Degeneracy, Dual: Dual formulation, Solution of dual, Economic interpretation of dual. Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method (LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.

Unit – III - Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, Traveling salesman problem, Managerial applications of AP and TSP.

Unit – IV - Integer programming problem — Introduction, All and Mixed IPP, Gomory's All-I.P.P. method, All I.P.P. Algorithm the Branch and Brand Technique.

Unit – V - Game Theory: Concepts, saddle point, Dominance, Zero-sum game, two three and more persons games, analytical method of solving two person zero sum games, graphical solutions for (mX2) and 2Xn) games. Sequencing: Introduction — Definition — Terminology and Notations —Principle Assumptions — Type I: Problems with n jobs through two machines - Type II: processing n jobs through three machines A,B,C —Type III: problems with n jobs and k Machines — Type IV: problems with 2 jobs through k machines.

Suggested Books:

1. N.D.Vohra, 2001, Quantitative Techniques in management, Tata McGraw Hill, 2nd Edition.
2. Barry Render, Ralph M. Stair, Jr. and Michael E.Hanna, 2007, Quantitative analysis for management, 9th Edition, Pearson/PHI
3. A.Ravindren, Don T.Phillips and James J.Solberg, 2000, Operations Research Principles and Practice, John Wiley and Sons, 2nd Edition.
4. J.K. Sharma, 2005, Operations Research Theory and Applications, Macmillan.
5. Pannerselvam, R, 2006, Operations Research — An introduction, Pearson Education, 7th Edition/Prentice Hall of India.
6. KantiSwaroop, P.K. Gupta and Man Mohan: Operations Research Sultan Chand.

M.B.A. HR 405: KNOWLEDGE MANAGEMENT

Unit – I - Introduction: Definition, Scope and significance of Knowledge Management — Difficulties in Knowledge Management — Techniques of Knowledge Management — Road map of Knowledge Management —Implementation of Knowledge Management — Knowledge sharing —Knowledge hierarchy — Types of Knowledge.

Unit – II - Drivers of Knowledge Management: Pillars of knowledge management —Knowledge management framework — Supply chain of knowledge management — Six Cs for creating effective knowledge management —Formulation of Knowledge management strategy — Implementing a knowledge management programme — Critical success factors in knowledge management implementation.

Unit – III - Technology and Knowledge Management: Technology components for knowledge management — Information Technology and Knowledge Management — E commerce and Knowledge Management — Total Quality Management and Knowledge Management — Benchmarking and Knowledge Management.

Unit – IV - Human Resource Management and Knowledge Management: Definition of Knowledge worker — Managing knowledge worker — Career ambitions — Professional effectiveness — Job Hopping — Brain Drain of knowledge worker — Reward systems — Effective Career planning — Performance measurement — Training and Development.

Unit – V - Learning Organisations: Organisations as learning systems — The mystique of a learning organisation — Out comes of learning — Learning and Change — Innovation, Continuous Improvement, Corporate Transformation.

Suggested Books

1. ArchanaShukla&Srinivasan R, "Designing Knowledge Management Architecture", Sage India Publications, New Delhi, 2002, Rs.225.
2. Besterfield, "Total Quaality Management", Pearson Education India, New Delhi, Rs.375.
3. Chun Wei Choo, "The Knowledge Organisations", Oxford University Press, New Delhi, £24.99.

M.B.A. HR 406: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- Unit—I:** Introduction to International HRM — Concept, HRM at International Perspective — Distinction between Domestic and International FIRM, Reasons for emergence of IHRM, Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM — The Challenges of International Human Resource Management.
- Unit—II:** Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration becoming locally responsive: Cross Cultural Theories — International Recruitment and Selection Process, Culture and Values.
- Unit—III:** Performance Management: A conceptual background, Constraints in goal attainment, models, performance and appraisal in IHRM appraisal of expatriate, Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, developing international staff and multinational teams, knowledge transfer in multinational companies.
- Unit—IV:** International Compensation: International Compensation — Objectives, Components — Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, Approaches of Compensation in Global Assignments —Culture and Compensation.
- Unit—V:** Industrial Relations at Global Level: IR Scenario in Global Organizations— Trade Unions at International Level — Unions and International Industrial Relations. Response of labour unions to MNC's

Suggested Books:

1. Anne-WilHarzing & Joris Van Ruyosseveldt (eds.), International Human Resource Management — Sage Publications, New Delhi.
2. Peter J.Dowling: Intrnational Human Resource Management, Excel Publications.
3. Tayeb — International HRM, Oxford University Press
4. C.S. VenkataRatnam, Globalisation and Labour Management Relations, Sage, New Delhi.
5. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

M.B.A. HR 407: LABOUR LEGISLATION AND MANAGEMENT

Unit—I: Labour Legislations — Meaning, Importance and Relevance to HRM.

Unit—II: Legislations Relating to Employment and Working conditions:

- a. The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959.
- b. Industrial Employment (Standing Orders) Act, 1946.
- c. The Factories Act, 1948.

Unit—III: Legislations relating to Social Security:

- a. The Employees State Insurance Act, 1968.
- b. The Employees Provident Fund Act, 1952.
- c. The Payment of Gratuity Act, 1972.
- d. The Workmen Compensation Act, 1923.
- e. The Maternity Benefit Act, 1961.

Unit—IV: Legislations Relating to Trade Unions:

- a. The Trade Union Act, 1926.
- b. The Industrial Disputes Act, 1946.

Unit—V: Analysis, implications of above legislations for Management, Unions, Employees, Customers, Government and the Society.

Suggested Books:

1. Tripathi P C, "Industrial Relations and Labour Legislations", Sultan Chand & Sons, New Delhi.
2. Srivastva, "Industrial Relations and Labour Legislations", Vikas Publishing House, New Delhi.
3. Sinha & Sinha, "Industrial Relations and Labour Legislations", Oxford **IBH**, New Delhi.

M.B.A. HR 408: COMPENSATION MANAGEMENT

Unit—I: Introduction to Strategic Compensation Management:

Exploring and defining the compensation context — Compensation and Organization Strategy — Integrating Knowledge and Skill Requirements — Organization for Compensation — Employee Income Lifestyle — Compensation Pay — Social Class — Strategic analysis and Contextual Influence on Compensation Practices — Compensation Professionals Goals — Stake Holders of Compensation System.

Unit—II: Compensation and Employee Behaviour:

Bases for Traditional Pay System and Modern Pay System — Establishing Pay Plans — aligning Compensation Strategy with HR Strategy and Business Strategy — Seniority and Longevity pay — Linking Merit Pay with Competitive Strategy — Incentive Pay — Person focus to Pay — Team Based Pay.

Unit—III: Designing Compensation System:

Building internally consistent Compensation System — Creating Internal Equity through Job Analysis and Job Valuation — Building Market Competitive Compensation System — Compensation Surveys — Integrating Internal Job Structure with External Market Pay Rates — Building Pay Structures that Recognize Individual Contributions — Constructing a Pay Structure — Designing Pay for Knowledge Program.

Unit—IV: Employee Benefits Management:

Components — Legally required benefits — Benefits Administration — Employee Benefits and Employee Services — Funding Benefits through VEBA — Costing the Benefits — Components of Discretionary Core Fringe Compensation — Designing and Planning Benefit Program — Totally Integrated Employee Benefit program.

Unit—V: Contemporary Strategic Compensation Challenges:

International Compensation and Competitive Strategies •-- Executive Compensation Packages — Compensating Executives — Compensation the Flexible Workforce — Contingent Employees and Flexible Work Schedules — Compensation for Expatriates and Repatriates — Strategic Issues and Choices in Using Contingent and Flexible Workers.

Suggested Books:

1. Milkovich&NewMan, 2005, Compensation, Tata McGraw Hill, New Delhi.
2. MatthewJ. DeLuca, Hand Book of Compensation Management (Text Book Binding) —
Prentice Hall
3. Bhatia, Kanchan, "Compensation Management", Himalaya Publishing House, Mumbai.
Rs. 175/-.

M.B.A. HR 409: EMPLOYEE EMPOWERMENT

Unit—I: Empowerment: Meaning and definition-Scope and significance and importance — Limits of empowerment — Empowerment strategy — Process of empowerment — Self Efficacy — Empowerment practices — Merits of empowerment — Employee participation and empowerment — Characteristics of empowered organizations — Guidelines for introducing empowerment — Empowerment cycle — Effects of Empowerment — Different components of empowerment- Barriers of empowerment — Approaches to empowerment — Action plan for empowerment- Involvement Vs Empowerment — Models of empowerment — Empowerment Vs Disempowerment

Unit—II: Flexible Organisation Structure for Empowerment: Techno- Social Systems of Empowerment — Organization Structure and Empowerment — Types of Modern Organization Structures — Organization Culture and Empowerment — Cultural implications of Empowerment — Creative Empowerment Culture — Empowerment at different levels of organization structure.

UNIT—III: Building and Operating Empowered Teams: Self-managed Work Teams — Multi-dimensional prospects of Employee Empowerment — Effects of operating empowered teams — Employee empowerment at different Career Stages — Process of building Empowered Teams — Rewarding Team Empowerment — Antecedents and consequences of team empowerment

Unit—IV: Changing The Behaviour of Individuals and Management For Empowerment: Distributed Leadership Models of Empowerment — Top Management Leadership and Employee Empowerment — Process of Empowering Leaders — Power, Culture, Leadership and Empowerment

Unit—V: Empowerment and Interface Aspect: Empowerment Vs Ownership, Power, Change — Empowerment as Motivational Strategy — Motivation and Retention Strategy — HRD and Empowerment — Benchmarking and Empowerment — Training and Empowerment — Empowerment and Quality Circles — Empowerment and Total Quality Management — Empowerment and Knowledge **Management.**

Suggested Books:

1. BikashBhaduri, "*Managing the Workforce*", Sage India Publications, New Delhi, 2000, Rs. 265.
2. Clutterbuck D, "*The Power of Empowerment*", Kogan Page Ltd., London, 1995.
3. Jane Smith, "*Empowering People*", KoganPage Ltd., London, 2000, £ 7.99.
4. Phil Lowe, "*Empowering Individuals*", (2 Vols), KoganPage Ltd., London, 1994, £ 199.00

M.B.A. HR 410: MANAGEMENT OF CREATIVITY AND INNOVATION

Unit—I: Creativity — Concept — Creative abilities — Determination of Creativity - Collective Creativity — Creativity as a Competitive Resource — Creative Process — Convergent and divergent thinking — Mechanisms of convergent and divergent thinking.

Unit—II: The Creative personality traits congenial to creativity — Blocks to creativity— Strategies for unblocking — The creative intelligence — Fluency — Flexibility — Originality.

Unit—III: Techniques of creative problem solving — Brain Storming — Attribute listing — check list of questions — Synaptic — Creative environment — Stimulant and hostile environments for creativity.

Unit—IV: Creative Organizations — Design of an innovative organization — Creative societies — the necessity — The characteristics — A model of a creative society — Creativity as a core of competitive excellence.

Unit—V: Management of innovation — Nature of innovation — Technological innovation — Management innovations — Innovative entrepreneurship — Agents of innovation.

Suggested Books:

1. Pradip,. N. Khandwalla, "The Fourt Eye" Wheeler Publishing, Allahabad,
2. P.N.Rastogi, "Managing Creativity for Corporate Excellence". Macmillan India Ltd., Delhi, 1996.
3. JonneCeserani, Peter great wood, "Innovation and Creativity", Crest Publishing House, New Delhi, 2001.
4. Clayton, M,. Christensen, Innovation and the General Manager, Irwin, McGraw Hill, New Delhi, 2000.

M.B.A. FM 405: FINANCIAL DERIVATIVES

- Unit-I:** Introduction: Meaning and purpose of derivatives; Forward contracts, future contracts, options, swaps and other derivatives; type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations.
- Unit-II:** Sources of Financial Risk: Credit Vs Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.
- Unit—III:** Options: Types of options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black-Schools model for Call Options; Valuation of put options; Index options; Option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation; Warrants and convertibles.
- Unit—IV:** Futures: Hedgers and speculators; Future contracts; Future markets -clearing house, margins, trading, future positions and taxation; Future prices and spot prices; Forward prices Vs future prices; Future Vs options.
- Unit—V:** Managing Market Risk: Hedging schemes - delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio insurance.

Suggested Books:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit: Swap & Derivative financing, Probus.
4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.

M.B.A. FM 406: INTERNATIONAL FINANCIAL MANAGEMENT

- Unit—I:** International Financial Management: An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.
- Unit—II:** International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
- Unit—III:** Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. Currency Futures and Options Markets: Overview of the other markets — Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.
- Unit—IV:** Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rate —exchange rate systems. International arbitrage and interest rate parity Relationship between inflation, interest rates and exchange rates —Purchasing Power Parity — International Fisher Effect.
- Unit—V:** Long Term Asset — Liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Financing: Equity, Bond financing, parallel loans. Short-Term Asset-Liability Management: International cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export-Import Bank of India, recent amendments in EXIM policy, regulations and guidelines.

Suggested Books:

1. P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi, 2004.
2. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
3. Maurice D.Levi, International Finance, 3rd edition, Tata McGraw Hill, New Delhi, 2003.

M.B.A. FM 407: SECURITY MARKET OPERATIONS

Unit—I: Security Markets - Legal Environment: SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for FII's.

Unit—II: Security Markets: Primary and secondary market; Primary market - its role and functions; Methods of selling securities in primary market; New financial instruments; New Issues: SEBI guidelines for public issues -pricing of issue, promoters' contribution, appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc; Underwriting of issues; Allotment of shares; Procedures for new issues; e-trading.

Unit—III: Secondary Market: Role, importance, organization of stock exchanges; Listing of securities in stock exchanges; Trading mechanism - screen based system; Insider trading; Take-over; Internet based trading.

Unit—IV: Depository: Role and need; The Depositories Act, 1996; SEBI (Depositories and Participants Regulation) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSDL); Depository participant.

Unit—V: Funds from International Markets: FII's, Euro issues, ADR'S, GDR's and FDI; Guidelines for raising funds from the international markets through various instruments; Credit Rating: Meaning and necessity; Credit rating agencies; Methodology of credit rating; Share Price Indices: Need and importance; Compiling of Index numbers and interpretation.

Suggested Books

1. Dalton, John M.: How the Stock Market Works, Prentice Hall, New Delhi.
2. Gupta, L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.
3. MachiRaju, H.R: Merchant Banking, Wiley Eastern Ltd.; New Delhi.
4. MachiRaju, H.R: Working of Stock Exchanges in India; Wiley Eastern Ltd. New Delhi.
5. Chanratre, KR, et al: Capital Issue, SEBI & Listing; Bharat Publishing House, New Delhi.

M.B.A. FM 408: FINANCIAL ENGINEERING

- Unit-I:** Introduction to Financial Engineering-Meaning, scope and Need-Tools of Financial Engineering-Financial Engineering and Financial Analysis-Factors Contributing to the Growth of Financial Engineering-Financial Engineering process.
- Unit-II:** Financial Product Development-Need-Direction-Design-Testing and Introduction-Recent Debt Market Innovations-Zero Coupon Securities-Repo and reverse Market, Junk Bonds, Fixed Vs floating Rate-Equity and Equity Related Instruments-Equity Options-Warrants-Equity Distribution-The Role of Equity in Corporate Capital Structure-Hybrid Securities Meaning-Need and Types of Securities.
- Unit-III:** Financial Engineering Process and Strategies-Overview-Changing Face of Liquidity Management-Asset Liability Management (ALM) in Banking Sector Hedging-Process of Hedging-Risk Management Issues and Instruments-Liquidity Risk Management-Interest Rate Risk Management-Currency Risk Management-Role of GAP-Simulation-Duration Method-Value at Risk (VAR).
- Unit -IV:** Corporate Restructuring-Mergers and De-mergers-Motives-Acquisition Take over-LBO-Sources of Value in a Leveraged Buy Out-Disinvestment Process-Motives-The Role of Financial Engineer.
- Unit-V:** Globalization-International Capital Markets and Instruments-Development of New Markets and Linkages-Recent Trends in Settlement and Clearing-Financing Engineering and Monetary Policy-Legal Protection for innovative Finance Products-Using a Copy Right-Patent Right and Trade Mark-Legal Protection Against Unfair Competition.

Suggested Books:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill Company, New Delhi.
2. John F.Marshall&Vipul; K.Bansal, Financial Engineering: A complete Guide to Financial Innovation, Prentice-Hall of India Private Ltd. New Delhi
3. ZVI Bodie, Alex Kane, Alan J Mrcus&PitabasMohanty, Investments, The McGraw-Hill Company, New Delhi
4. Gerald A. Fleishcer, Capital Allocation Theory: The Study of Investment Decisions, Appleton-Century-Crofts, Meredity Corporation, New York.

M.B.A. FM 409: MERGERS AND ACQUISITIONS

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.

Suggested Books:

1. Dr. JC.Verma : Corporate Mergers, Amalgamation and Takeovers (Bharat)
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)
4. RavindharVadapalli: Merger Acquisitions and Business Valuation (Excel)
5. Chandrasekhar Krishnamurti and Viswanath: Mergers Acquisitions and Corporate Restructuring (Response)
6. Kevin K. Boeh and Pall W. Beamish: Mergers and Acquisitions (Sage)

M.B.A. FM 410: TAX PLANNING AND MANAGEMENT

UNIT — I: Introduction: Concept of tax planning — Tax avoidance and tax evasion — Tax planning for new business — Tax planning with reference to location of business — Form of organization.

UNIT — II: Tax planning and financial management decisions: Tax planning relating to capital structure decision — Dividend policy- bonus shares.

UNIT — III: Tax planning and managerial decisions: Tax planning in respect of own funds or borrowed capital- lease Vs Purchase- purchase by installment V- share- make or buy decisions- repairs- replacements- renewals or renovations.

UNIT — IV: Special tax provisions: Tax provisions relating to free trade zones infrastructure sector and backward areas- tax incentives for exporters.

UNIT — V: Tax payment: Tax deductions and collection at source — When and how Tax is to be deducted at source from salary- interest on securities, and dividends — Advance payment of tax.

REFERENCE BOOKS:

1. Ahuja G.K. and Ravi Gupta : Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rules, 1962.
5. Lakhotia, R.N: Corporate Tax Planning, Vision Publications, Delhi.
6. Singhania, V.K. Direct Taxes: Law and Practice, Taxman's Publication, Delhi.
7. Singhania, Vinod K: Direct Tax Planning and Management, Taxman's Publication, Delhi.

M.B.A. MM 405: PRODUCT AND BRAND MANAGEMENT

Unit—I: Product Management: Product, Product concept — core product, actual product and augmented product, product policy, product strategy —product—mix expansion, product-line expansion, product-mix contraction. Product-Line contraction, product innovation — Product positioning Strategies: Methods of positioning, positioning errors.

Unit—II: New Product Planning and Development: Product planning and development, steps in New product planning — Idea screening, concept development and testing marketing strategy development, Business analysis, product development, test marketing and commercialization. Product Life Cycle Management: Introduction, Growth, Maturity and decline, Characteristics, objectives and strategies in each stage, revival strategies.

Unit—III: Product Market Analysis: Consumer Durables: T.V., Refrigerator, Two-wheelers, Computers, Vacuum Cleaners; Consumer Non-Durable: Soaps, Dental Cream, Detergent Cake/Powder, Branded Commodities, Cosmetic, Shampoos, Energy drinks.

Unit—IV: Brand Management: Brand launches/Brand failure. Brand equity: Branding decisions, Brand strategy, Multi-brand strategy, Brand personality, Brand policy, Brand positioning, Brand life cycle, Brand port folio, Brand marketing, Brand management Process.

Unit—V: Emerging Trends: Flashing brand, service brand, brand building, core values of brand, Brand heritage, brand umbrella, trade equity, mega marketing, relationship marketing, marketing myopia, direct marketing, niche marketing, macro market, place marketing, value marketing, counter segmentation, mass brand niche brand, brand silence, brand propriety, brand stretching, product recall, product liability, product obsolescence, brand mortality, brand reengineering, mother brand, sub-brand.

Suggested Books:

1. Subruto Sengupta, "Brand Positioning".
2. Ramanuj Mazumdar, "Product Management in India".
3. Ramaswamy & NamaKumari, "Marketing Management".

M.B.A. MM 406: ADVERTISING AND SALES PROMOTION

Unit—I: Advertising: Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing-mix.

Unit—II: Organizing for Advertising: Advertising department and advertisement manager, objectives and functions — Role of advertisement agencies functioning of advertisement agencies. Advertisement Budgets: Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share.

Unit—III: Ad media: Characteristics, media selection, optimizing and non optimizing approaches, media scheduling, media research — Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.

Unit-IV: Advertisement: Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation. Advertisement Effectiveness: Pre-testing, post testing, experimental designs.

Unit—V: Sales promotion: Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques. Publicity: Public relations campaign, use of press, radio and TV, opinion building, customer service and community service.

Suggested Books:

1. Spiro, Stanton and Rich, Management of Sales Force, TMH, 2003.
2. George E Belch and Michael A Belch, Advertising and Promotion, 6th Edition, TMH, 2003.
3. Batra, Advertising Management, 5/e, Pearson Education, 2003.
4. Jobber, Selling and Sales Management, 6/e, Pearson Education.
5. Clow, Integrated Advertising, Promotion and Marketing Communications, Pearson Education, 2002.
6. Wells, Advertising: Principles and Practice, 6/e, Pearson Education.

M.B.A. MM 407: RURAL MARKETING

Unit—I: Introduction: Definition, scope of rural marketing, concepts, characteristics and Dimensions of Rural Markets, classification of rural markets, rural vs. urban markets - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - rural retail outlets, problems in rural marketing and strategy to overcome the constraints.

Unit—II: Rural Consumer Behavior: Consumer buying behavior models, Factors affecting Consumer Behavior - Social factors, Technological Factors, Economic Factors, Political Factors. Characteristics of Rural consumer -Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Unit—III: Segmenting: Prerequisites for Effective Segmentation, Basis of Segmentation and Approaches to Rural Segmentation - Geographic, Demographic, Psychographic, Behavior, Multi-attribute, Targeting -Evaluation and Selection of Segments. Product Strategy - Marketing Mix Challenges, Product classification - Five Levels Products, Rural Product Categories — Fast Moving Consumer Goods, Consumer Durables, Agriculture Goods, Services.

Unit—IV: Distribution Strategy: Accessing Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems - Wholesaling, Rural Retail System, Rural Mobile Traders: The last Mile Distribution, Public Distribution System, Co-operative Societies, - Distribution Models of FMCG Companies, Durable Companies, Syndicated Distribution, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels.

Unit—V: Communication strategy: Challenges in Rural Communication - A view of Communication Process, Developing Effective Communication —Profiling the Target Audience, Determining communication objectives -designing the message, selecting the communication channels — Mass media, Non- Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation.

M.B.A. MM 408: INTERNATIONAL MARKETING MANAGEMENT

- Unit—I:** International marketing: Scope and significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade.
- Unit—II:** International Market Environment: International environment, International Social and culture environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.
- Unit—III:** International Market Entry Strategies: Indirect Exporting, Domestic purchasing, direct exporting, foreign manufacturing strategies without direct investment, foreign manufacturing strategies with direct investment. Entry strategies of Indian firms.
- Unit—IV:** International Marketing Channels: Channels — Distribution structures, distribution patterns, Factors effecting choice of channels, the Challenges in managing an International Distribution Strategy, selecting foreign country market intermediaries. The management of physical distribution of goods.
- Unit—V:** Pricing and promotion for International Markets: Environmental influences on pricing decisions, grey market goods, transfer pricing, global pricing — policy alternatives. Global advertising and branding, selecting an advertising agency. Personal selling, Sales promotion, public relations and publicity, sponsorship promotion.

Suggested Books:

1. Philip R. Cateora and John L. Graham, International Marketing 11/e, Tata McGraw Hill Co., Ltd. 2002.
2. SakOnkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
4. Subbash C. Jain, International Marketing, 6/e, South-Western 2001.

M.B.A. MM 409: INDUSTRIAL MARKETING

Unit—I: Introduction to industrial marketing: Nature and Characteristics of Industrial Marketing — Industrial and Consumer Markets — Assessment of Demand for Industrial Products — Industrial Marketing Strategy.

Unit—II: Evaluating Marketing Environment: Understanding the environment —Customer and Competitions — Segmenting Industrial Markets — Assessing Industrial Markets. Industrial Marketing Research.

Unit—III: Industrial Buyer Behavior: Buyer Characteristics — The Buying Process —Buyer Decision Phases — Types of Buying Situations — Types of buying Relationships. Value and Vendor Analysis - Make or Buy Decision —Requirements Planning.

Unit—IV: Product: Industrial Product Life Cycle. The New Product Development Process: Idea Generation — New Product Ideas — Screening — Business analysis — Development - Testing — Commercialization. Industrial Distribution, System and Channel Management .Industrial Advertising and Promotion.

Unit—V: Pricing Decision — Pricing Objectives: Flexible Pricing — Skimming Vs. Penetration Strategies — Discounts. Pricing Methods: Cost based pricing —Value Based Pricing — Demand Curve Pricing. Sales: Types of Sales Organization — Organizational Hierarchy — Recruitment and Selection —Training — Supervision and Motivation — Evaluation and Control.

Suggested Books:

1. B. Charles Ames, "Managerial Marketing for Industrial Firms", (Random House), James Hlavacek.
2. Corey. E.R. "Industrial Marketing Cases and Concepts", (Prentice Hall).
3. Frederick E., Jr. Webster, "Industrial Marketing Strategy", (John Wiley & Sons, Inc.)

M.B.A. MM 410: MARKETING RESEARCH

- Unit— I** Meaning and importance of marketing research. Marketing information system — Marketing decision support system. Research design. Cost and value of information. Determination of EVPI — Introduction of design of experiments — Exploratory, causative, conclusive and experimental designs.
- Unit—II:** Marketing research process — Problem situation models and choice criterion models, utility as a criterion. Sources and methods of gathering marketing information — Respondents, experiments, simulation (including problems) and panels. Sample plan — Design of questionnaire interview schedule.
- Unit—III:** Measurement and scaling — Concept of measurement and scaling — Thurstone's, Likert's, Guttman's, Semantic differential, Attitude scales. Reliability and validity of a scale. Editing, Coding and tabulation, Cross tabulation.
- Unit—IV:** Analysis — Qualitative and quantitative analysis. Use of parametric and non-parametric statistics in research — Mc. Nemar, Mann-Whitney, Rank Correlation. Signed Rank, Kolmogorov — Simronov, Markov Analysis.
- Unit—V:** Multi-variant analysis — Factor analysis, MDS, Discriminant (linear two groups) analysis, cluster analysis and conjoint analysis, Automatic interaction detection, Correlation and regression — Concepts and outline. Research report — preparation and presentation — Oral and Written presentation.

Suggested Books:

1. Research for Marketing Divisions — Paul E.Green, Donald S.Tull and Gerald Albaum, Edition, PHI 1995.
2. Beri GC Marketing Research, TMH, 2001
3. Aaker, Kumar and Day: Marketing Research, John Wiley, 1999.
4. MC Daniel and Roger Gates" Marketing Research, International Thomson Publishing 1999.
5. Luck David and Rubin Ronald : Marketing Research, PHI, 1987.