

MBA Course Syllabus

I Semester

101: PRINCIPLES OF MANAGEMENT

Course Objective: On successful completion of the course the students should have :

- a. To familiarize the students with management theory, functions, principles and practices of management.**
- b. Learnt the scientific decision making process and problems and solving techniques and also learn the modern trends in management.**

Unit-I : INTRODUCTION

Management-Concept, Significance, Principles and Functions-Management and Administration – Managerial Skills- social responsibility of business, Management by Objectives(MBO) Management Thought.

Unit-II: PLANNING AND ORGANIZATION

Planning-Nature and Process of Planning- Flexibility of planning- Characteristics of sound plan- Decision Making-Nature of Decision Making-Process and Techniques-Organization-Levels - Organization Structures-Staffing Policies-Line and Staff Relations–Delegation, Centralisation and Decentralisation.

Unit-III : STAFFING

Nature and Importance of Staffing – Factors in Selecting Lower, Middle and Upper Level Managers – Skill and Personal Characteristics needed by Managers

Unit –IV: DIRECTING

Directing–Leadership-Leadership styles-Communication-Types of Communication-Motivation-Need Theories–Controlling–Types of Control-

Unit-V: CONTROL

Controlling-System of controlling- Methods, Tools and Techniques of control-Making Controlling Effective-Organising process-Departmentation Types-Making Organising Effective.

Reference Books

1. Agarwal R D Organisation and management – Tata McGrawhill.
2. Koontz and Weichrich Essentials of management – Tata McGrawhill
3. Aswathappa K. Human Resource and personnel Management, Text and cases-Tata McGrahills.
4. Sherlekar- S.A Management – Himalaya publishing house.
5. Robbins Stephen.p and Mary coulter – management – PH1 publisher.

102 - ORGANISATIONAL BEHAVIOUR

Course Objective: This course is designed to enable the students to understand the concepts, theories, processes and dynamics of human behavior in Organizations.

UNIT – I Organisational Behaviour: Meaning – Importance – Nature and Scope – Approaches – Key elements – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Models.

UNIT – II Individual: Individual Behaviour - Perception – Process, factors influencing perception – barriers in perceptual Accuracy – enhancing perceptual skills – Attribution - Learning – characteristics, theories and principles of Learning. Motivation – Theories of Motivation – Maslow, Herzberg, David McClelland and Porter and Lawler - Personality – Stages of Development, determinants of Personality.

UNIT – III Group Dynamics: Meaning, Determinants of group behaviour and types of groups – Group Dynamics – frame work of group behaviour. Developing inter – personal relations, Transactional Analysis – Johari Window.

UNIT – IV Organisational Culture: Organization Design, culture and climate. Creating an ethical organizational culture – Conflicts – Meaning, conflicts at individual, group and organisational level – sources of conflicts – functional and dysfunctional aspects – Strategies for conflict resolution.

UNIT – V Organisational Change: Organisational Change – change management and its dimensions, process. Pressures for change – resistance to change – overcoming resistance to change. Approaches to manage Organizational Change – Lewin’s and Kotter’s Plan for Implementing Change. – Organisational Development.

Suggested Books:

1. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill.
2. Stephen P. Robbins, *Organisational Behaviour*, Pearson Education, New Delhi, 2006.
3. Aswathappa.K., *Organisational Behaviour*, Himalaya Publishing House, New Delhi.
4. Donald R. Brown & Don Harvey, *An Experimental Approach to Organisational Development*, Pearson Education.
5. Sarma V. s. Veluri, *Organisational Behaviour*, Jaico Publishing House.
6. Paton McCalmann, *“Change Management”*, Sage Publications.
7. Venkata Ratnam, *“Negotiated Change”*, Sage Publications.
8. Jai, B.P. Sinha, *“Culture and Organisational Behaviour”*, Sage Publications.
9. Arun Kumar N Meenakshi., *Organisational Behaviour*, Vikas Publishing House.
10. Keith Davis & John Newstrom, *Human Behaviour at work*, Mc-Graw Hill.

103 – MANAGERIAL COMMUNICATION

Course Objective: To equip the student with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit I Role of communication in Business – Objective of Communication – The process of Human communication, Communication barriers – Types of Communication; Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence – Developing Listening Skills – Improving Non- verbal Communication skills – Understanding Cultural Effects of Communication.

Unit II Managing Organization Communication – Formal and Informal Communication – Intra and Personal Communication – Models for Inter personal Communication – Exchange theory – Johari window and Transactional Analysis.

Unit III Managing motivation to influence interpersonal communication – Inter-personal perception – role of emotion in inter personal communication – communication styles – gateways to effective interpersonal communication.

Unit IV Business writing skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence – Business Letter and Forms – Oral Presentations – Meetings, Telephone Communication - Use of Technology in Business Communication – E-Mail Messages.

Unit V Effective presentation and Interview Skills: Art of giving interviews in relation to placement appraisal interviews in selection and placement – Appraisal interviews – Exit Interviews – Web/ video conferencing and Tele-Conferencing.

Suggested Books:

1. K. Bhardwaj, Professional Communication, IK Int. Pub. House, New Delhi.
2. Krizan, Merrier, Logan and Williams, Effective Business Communication, Cengage, New Delhi.
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage , New Delhi
5. McGrath, Basic Managerial Skills for All 5th Edition, Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers
7. Meenalshi Raman – Business Communication Oxford University Press
8. Lesikar I Flatley, Basic Business Communication, Tata McGrw Hill.

104: MANAGERIAL ECONOMICS

Course objective: To enable the students to understand the principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business. This will enable the students to study functional areas of management.

Unit- I

Introduction: Nature, scope, uses, relation with traditional economics, operations research, Mathematics, Statistics, Accounting-responsibilities of a managerial economist, objectives of a firm, Basic tools in Managerial Economics-Opportunity cost principle, Incremental principle, principle of time perspective, discounting principle, Equi marginal principle.

Unit-II

Demand and Supply: Demand determinants, demand function, law of demand, assumptions, exceptions-demand distinctions/nature, elasticity of demand: price, income, cross, promotional, methods of forecasting, Law of supply, determinants of supply, kinds of supply elasticity, methods of measuring elasticity of supply, cost concepts

Unit- III

Market Structure and Pricing Practices: Market structure: perfect, monopoly, monopolistic, oligopoly, nature of profit, theories, functions of profit, break even analysis-pricing methods, international price discrimination- dumping

Unit- IV

Production and Cost analysis: Production function with one variable input, two variable inputs, all variable inputs, managerial uses of production functions, ISO quant, internal, external, diseconomies of scale, concept of learning curve

Unit- V

Performance of an economy-Macro Economics: Business Cycles: features, phases, importance, Inflation: types, causes, effects, National income: measures, significance, capital budgeting, multiplier, accelerator. Fiscal and monetary policies

Reference Books

1. Managerial Economics Theory and Applications. Dr D.M.Mithani Himalaya publishers
2. Managerial Economics R.L Varshny, K.L Maheshwari sultan chand publishers
3. Managerial Economics analysis, problems P.L Mehatha sultan chand publishers
4. Managerial Economics D.N Dwivedi, Vikas Publishers
5. Managerial Economics and Financial Analysis P.Prem Chand Babu, M.Madan Mohan, Himalaya
6. Managerial Economics H.L Ahuja S.Chand publisher

105: RESEARCH METHODOLOGY AND BUSINESS ANALYTICS

Course Objective: On successful completion of the course the students should familiarize with doing research work and analyzing big data which helps management in taking decisions.

Unit-I

Introduction: Meaning and Definition of Research, Nature and importance of research the role of business research, aims of social research, research process, Quantitative and Qualitative Research, Types of Research, Research design, Importance of Research Planning, Meaning of research design, Functions and goals of research design, Pilot study and case study, Concepts of a Research plan, Induction and Deduction method, Snapshot studies, cross sectional and longitudinal studies.

Unit-II

Meaning and definition of Data and importance- sources of primary and secondary data, tools for collection of primary data, report writing : Technical report, planning report writing , research report format, main body and appendices including bibliography, oral presentation.

Sampling techniques: Advantages and limitations of sampling, essentials of a good sample , probability sampling techniques: simple random sampling, stratified random sampling, systematic random sampling, cluster sampling, area sampling, non probability sampling techniques: convenience, judgment, quota, snowball sampling.

Unit – III

Business Analytics : Computer Uses In Daily Activities, - Emergence of Digital Firm – Evolution of Business Analytics – Differences of Business Intelligence and Analytics – Business Analytics Life Cycle, Process – Business Analytics as Solution for Business Challenges – Master Data Management: Data Warehousing – Data Mining – Meta Data – Data Marts – Data Integration – Concept of OLTP and OLAP.

Unit- IV

Measures of Central Tendency and Dispersion, Skewness and Kurtosis-Correlation Analysis: scatter diagram, positive and Negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation, Properties of Correlation, Regression analysis: concept, least square fit of a linear regression, two lines of regression, Multiple Regression, Properties of regression coefficients, Curve fitting analysis.

Unit- V

Statistical Inference: Introduction to null hypothesis Vs alternative hypothesis. Tests of hypothesis, procedure for testing of hypothesis, tests of significance for small samples, application, T-test, F-Test, Chi-square test, ANOVA one way and two way classifications.

Reference 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 publication
3. Gupta S.P. Statistical Methods. Sultan Chand and sons, New Delhi. 2005
4. C.R. Kothari, Research Methodology: Methods and Techniques, 2/e, Vishwa Prakashan, 2006.
5. William G. Zikmund, Business Research Methods, Thomson, 2006.
6. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
7. James R. Evans, Business Analytics Methods, Models and Decision, Pearson, 2015
8. Shashi K. Gupta & Praneet Rangi Kalyani Pub. Business Analytics

106 – ACCOUNTING FOR MANAGERS

Course Objective: To develop an insight of concepts, principles and techniques of accounting, costing and utilization of financial and accounting information for planning, and decision-making

UNIT-I Introduction to Accounting: Book-Keeping – Branches of Accounting - Financial Accounting – Cost Accounting – Management Accounting – Need of Accounting - Objectives of Accounting – Systems of Accounting – Users of Accounting Information - Principles of Accounting - Accounting Concepts and Conventions – Accounting Standards (Fundamental Level) – Classification of Accounts – Journal – Ledger - Trial Balance – Errors in Trial balance (Theory and Problems).

UNIT-II Presentation of Financial Statements: Capital and Revenue items – Construction and Analysis of Trading, Profit & loss account and Balance Sheet – Bank Reconciliation Statement – Inventory Valuation and Depreciation – Accounting for Intangible Assets (Theory and Problems).

UNIT-III Financial Statement Analysis: Meaning – Tools of Financial Statement Analysis – Comparative Statement Analysis – Common-size Statement Analysis - Trend Analysis – Ratio Analysis – Funds Flow Statement Analysis – Cash Flow Statement Analysis (Theory and Simple Problems).

UNIT-IV Cost & Management Accounting: Costing – Elements of Costing – Classification of Costs – Cost Sheet - Marginal Costing – CVP analysis – Break Even Analysis – Standard Costing and Variance Analysis (Theory and Simple Problems).

UNIT-V Budgeting: Budget and Budgetary Control – Principles and methods – Types of budgets – Preparation of Fixed, Flexible, Cash, Master and Zero Based Budgets (Theory and Problems).

Contemporary Developments: Inflation accounting – Human Resource Accounting – Responsibility Accounting (Theory).

REFERENCES:

1. G .Prasad & V. Chandra Sekhara Rao, Accounting for Managers, Jai Bharat publications, Guntur.
2. Jelsy Joseph Kuppapally – Accounting for Managers – PHI (2008).
3. Ramachandran and Kakani, “Financial Accounting for Management”, TMH, New Delhi.
4. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
5. Maheswari S.N: Advanced Accountancy, Vikas Publishing House. ND
6. Grewal T.S. Introduction to Accounting, 2009, S Chand Publishers
7. RajniSofat, Preeti Hiro – Basic Accounting – Prentice Hall of India, 2008.
8. Dr. Maheswari, S.N., Accounting for Management, Sultan Chand Publishing House Pvt. Ltd., New Delhi.
9. Jain S.P, Narang K.L and Simmi Agarwal, “Accounting for Managers”, Kalyani Publishers, New Delhi.
10. Wild. J.J., Subramanyam, K.R. Halsey, R.F., Financial Statement analysis, Tata McGraw Hill.
11. Prasad, G. “Financial Accounting and Analysis” Jai Bharat Publishers, Guntur.
12. Ramachandran and Kakani, “Financial Accounting for Management”, TMH, New Delhi.
13. Prasad, G. “Accounting for Managers”, Jai Bharat Publishers, Guntur.

107: INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Objective: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes. To elevate students' awareness of information technology and develop an in depth and systematic understanding of key aspects of IT Management.

UNIT I

Introduction and definition of computer – History – Major components of a computer system – Interfacing with a computer – organisation structure - types – Introduction to computer languages – Translators : Compiler – Interpreter and Assembler. Operating Systems: Definition, Functions, Types and Classification – Elements of GUI based operating system – Windows – Use of menus – tools and commands of windows operating system – Linux and free and open software; Computer Networks: Overview and Types (LAN, WAN and MAN) – Network topologies – Internet; Data representation and computer security.

UNIT II

MS OFFICE : Applications and Features. MS Word – editing a document – Formatting – Spell Checking – Page setup – Using tabs, Tables and other features Mail Merge

UNIT III

MS-PowerPoint : Features – Slide Preparation – Home – Insert – Design – Animation – Slide Show – Review – View menu Options – Applications of MS-PowerPoint.

UNIT IV

DBMS – Concept – Advantages and Applications; MS-Excel : Basics - Home – Insert – Page Layout – Formulas – Data – Review – View Menu Options – Advantages of MS- Excel.

UNIT V

Information Technology for Management : Concept – Multimedia - Image processing systems and Document Management Systems – Trends in IT – Information Technology Systems – Contemporary Approaches to Information Systems – Relationship between Information Systems – Role of IT in Transaction Processing – Computer Aided Software Engineering (CASE) – Decision of IT for proper Management of the Organisation.

REFERENCE BOOKS

1. Rohit Khurana, Introduction to Information Technology, Pearson Education.
2. ITL education: Introduction to Computer Sciences, Pearson Publishers
3. Hunt and Shelly: Computers and commonsense, PHI publishers.
4. Dhiraj Sharma, Information Technology for Business, Himalaya Publishing House.

II Semester

201: MARKETING MANAGEMENT

Course Objective: The course is designed to obtain knowledge and understanding of the key concepts of marketing and enables to apply to the practical situations in workplace.

Unit-I

Introduction to Marketing: Definition, Nature, Scope and importance of Marketing – Marketing Concepts – Marketing Vs Selling –Marketing Mix- Marketing Environment: Meaning, Significance of Scanning Marketing Environment, Components of Micro environment, Macro environment.

Unit-II

Analyzing Marketing opportunities: Consumer behavior-Meaning- factors influencing buying behavior- consumer decision making process, Segmentation: Need- Benefits - Bases of segmentation – Target market – Product differentiation- Product Positioning, Marketing Research - Concept - Objectives - types - Process – Merits and Demerits.

Unit-III

Developing Marketing Strategies: Concept of Product- Product Classifications- Product Mix- New Product development - Product Life Cycle and Marketing Strategies, Designing Marketing Strategies for: Market leaders – Challengers - Followers and Nichers. Branding: Essentials of a good brand - types of brands - Packaging and labeling.

Unit-IV

Planning Marketing programs: Objectives - factors affecting pricing decisions- pricing methods- Pricing Strategies for existing products and New products. Channels of Distribution: Definition, Need and Types of Channels, Channel Management Decision – Retailing – Types of Retailers – Retailer Marketing Decisions – Trends in Retailing, Wholesaling.-The growth and types of wholesaling – Wholesaler Marketing Decisions – Trends in Wholesaling.

Unit-V:

Marketing Communication: Concept – importance – Promotional Mix: Advertising - Sales promotion - Personal Selling - Public Relations – Recent trends in Marketing: Social Marketing – Ambush Marketing – Green Marketing – Emotional Marketing – Online Marketing.

Reference Books

1. Marketing Management, R.S.N Pillai, Bagavathi, S.Chand
2. Business Marketing Management: B2B, Hutt & Speh, Cengage Publisher
3. Marketing Management Text & Cases, Indian Context Tapan K Panda, Excel Publisher
4. Principles of Marketing Kotler Armstrong PHI Publisher
5. Marketing Management, Rajan Saxena .TMH Publisher

202: HUMAN RESOURCE MANAGEMENT

Course Objective: To equip the students with basic concepts, methods, techniques and issues of Human Resource Management and the various functions of HRM including Quality of Work Life in the liberalized environment.

Unit-I : HUMAN RESOURCE MANAGEMENT

Human Resource Management- Concept, Scope, Philosophy, Significance, Objectives, Functions- Organizing HRM function-HR Planning-Job analysis, Job description, Job specification.

Unit-II: RECRUITMENT

Recruitment : Sources of recruitment, methods of recruitment, Selection procedure, selection tests, Placement and follow up-performance appraisal system, importance, objectives, techniques.

Unit-III: TRAINING AND DEVELOPMENT

Training: Objectives, determining training needs and developing an efficient training mechanism, evaluation, career planning and developing methods.

Unit-IV: JOB EVALUATION

Job Evaluation techniques, Employee welfare and social security measures, grievance management, importance process and practices.

Unit – V: QUALITY OF WORK LIFE

Meaning, Conditions, Specific issues in QWL – Strategies for Improvement of QWL . Changing Role of HR –HRM Accounting – HRIS and HR Audit – HR in Knowledge Era.

Reference Books

- 1.Personnel Management Text and Cases C.B. Mamoria, S.V. Gankar, Himalaya publications
- 2.Human Resource Management text and cases V.S.P. Rao, Excel Books.
- 3.Human Resource Management Text and cases K. Aswathappa, McGraw-Hill
- 4.Human Resource Management Garry Dessler, Pearson Education.

203– FINANCIAL MANAGEMENT

Course Objective: The Course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of Financial Management.

UNIT – I Foundations of Finance: Introduction to Finance – Financial Management – Nature and scope of Financial Management – Functions of Financial Management – Objectives of Financial Management – Profit Maximization v/s Wealth Maximization – Role of Financial Manager – Time Value of Money – Agency Conflict.

UNIT – II Investment Decision: Nature and significance of Investment Decision – Estimation of Cash Flows – Steps in Capital Budgeting Process – Evaluation techniques – Traditional techniques – Payback period – ARR - Discounted Cash Flow techniques – NPV – Profitability Index – IRR – Discounted Payback Period (Theory & Problems).

UNIT – III Financing Decision: Sources of Finance – Short-term sources – Long-term sources - Concept of Leverage – Operating Leverage - Financial Leverage – Combined Leverage - Measurement of Leverages.

Capital Structure: Concept - Assumptions and Definitions – Factors determining Capital Structure – Tools for designing optimum capital structure – EBIT-EPS analysis – Financial BEP and Indifference Curve analysis – CAPM - Capital Structure theories – Net Income Approach – Net Operating Income Approach – M-M Hypothesis – Traditional Approach (Theory only).

Cost of Capital: Concept – Elements of Cost of Capital – Cost of Equity – Cost of retained earnings – Cost of Preference Shares - Cost of Debt – Weighted Average Cost of Capital (Problems).

UNIT – IV Liquidity Decision: Concept of Working Capital – Components of Working Capital - Approaches for Working Capital financing - Determinants of Working Capital – Operating Cycle - Estimation of Working Capital requirements. Management of Cash – Facets of cash management – Motives for holding cash. Receivables Management – Credit policy – Credit standards and analysis. Inventory Management – Nature of inventories – Need to hold inventories – Inventory management techniques – EOQ – ABC analysis.

UNIT – V Dividend Decision: Meaning – Forms of dividends - Concept of relevance and irrelevance theories – Walter’s Model – Gordon’s Model – MM Hypothesis – Factors determining Dividend Policy (Theory).

REFERENCES

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonthan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. “Financial Management”, Prentice Hall of India (P) Ltd, New Delhi.
4. Salmon, Ezra and Pringle, John.J. “An Introduction to Financial Management “, Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K “Financial Management”, Tata McGraw Hill Pub. Co. Ltd New Delhi.
7. Panday, I.M. “Financial Management”, Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna “Financial Management”, Tata McGraw Hill pub.Co.Ltd, New Delhi.
9. Tulsian, P.C. “Financial Management”, S. Chand.
10. Alice C Lee, J C Lee, C F Lee “Financial Analysis, Planning and Forecasting”, Cambridge University Press.

204: PRODUCTION MANAGEMENT

Course Objective: The Objective of the course is to enable students to understand the production Planning and Controlling aspects of a typical production and operations organization.

Unit-I

Production Planning: Production system, objectives, classification: job shop, batch, continuous, cellular, production planning: tactical, operational, strategic, maintenance management: functions, objectives, types, productivity, ergonomics in product design, concurrent engineering

Unit-II

Design of Work systems: Work study: method study and Work Measurement, objectives of work study, work study procedure, time study, comparison of various techniques, pre determined motion time

Unit-III

Flow shop scheduling: Shop floor planning: Johnson's rule, extension of Johnson's rule, CDS Heuristics, LOB, line balancing, Inventory management: objectives, techniques, Facility location: errors in selection, steps in location selection, relative importance of location factors, facility layout , factors influencing, types of layout

Unit-IV

Quality Management: Quality relevance and role, factors controlling quality, impact of poor quality, statistical process control: process, types of variations, implementation of statistical process control, Control charts- types, acceptance sampling, quality circles: structure, vendor analysis

Unit V

Modern production management Tools: Just in time manufacturing-overview, basic principles, benefits, push/pull production, kanban system, Total quality management-scope, benefits, fundamental factors affecting quality, ISO 9000 series-benefits, steps in ISO 9000 registration, Business process reengineering-characteristics, need, advantages, Lean manufacturing: steps, components, Quality function deployment.

Reference Books

1. Production Management, Martand T. Telsang S.Chand Publishers
2. Production and Operations Management K.Aswathappa, K.Shridhara Bhat Himalaya Publishing House
3. Production and Operations Management R.Pannerselvam PHI publishers
4. Production and Operations Management S.N Chary McGraw Hill
5. Production and Operations Management -Text and cases Upendra kachru, Excel Books

205: OPERATIONS RESEARCH

Course Objectives: This module aims to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

Unit-I

Definition, Importance of Operations Research for Management, Nature of Operations Research, Scientific method in operation research, Characteristics and phases of Operations Research, Classification of models, Principles of modeling, Problem models of Operations Research, scope and limitations. Linear programming: formulation, terminology, applications of LPP, advantages and limitations of LPP Graphical solutions, Simplex method, Big-M method and two phase method.

Unit-II

Transportation problem, formulation, optimal solution, unbalanced transportation problem, Degeneracy, definition of Assignment problem, mathematical formulation of the assignment problem, differences of transportation and assignment, Hungarian method, unbalanced assignment problem, traveling salesman problem, solutions.

Unit-III

Network Analysis, Activity, merge event, burst event, looping, dangling, Redundancy, project Management by PERT/CPM, project crashing, PERT analysis and Computations, differences of PERT/CPM.

Unit-IV

Game theory; concepts, Characteristics, pay off matrix, maximin-minimax principle, saddle point, Dominance, Zero-sum game, two, three and more persons games, analytical method of solving two person zero sum games, mixed strategies of S_A , S_B and value of the game, graphical solutions for $(m \times 2)$ and $(2 \times n)$ games, linear programming method of simplex method in game theory, Iterative method.

Unit – V

Simulation: Meaning – Definition of Simulation – Types of Simulation – Advantages and Disadvantages of Simulation – Event Type of Simulation – Monte – Carlo Simulation – Generation of Random Numbers – Simulation of Queueing System – Simulation of an Inventory System – Simulation Languages.

Reference Books

- 1, Shenoy, G.V. Srivastava, V. K. and Sharma S.C., "Operations Research for Management".
2. Kantiswaroop, Man Mohan and Gupta, Operations Research.
3. Goel and Mittal, Operations Research.
4. Sharma S.K. k., Operations Research.
5. Hamdy, A. Taha: Operations Research: An introduction, prentice Hall of India New Delhi, 2007.
6. R.Panneerselvam PHI 2nd Ed. Operations Research

206: INFORMATION SYSTEMS FOR MANAGEMENT

Course Objective : The primary objective of this course is to familiarize the student with basic concepts of management information system and its applications to business processes. To elevate students' awareness of Information Systems and develop an in depth and systematic understanding of key aspects of IS for Management.

UNIT I

Introduction: System : Definition - Types of System - Information System : Types – Management Information System (MIS) : Meaning – Importance – Need - Characteristics – Organizational Structure of MIS – Role of the Management Information System - Impact of the Management Information System – Applications of MIS – The logic of MIS – Major MIS Elements – Technology of MIS.

UNIT II

System Development Life Cycle (SDLC) : Stages in developing SDLC – Information System Development Life Cycle – System Design – Flow Chart - Prototyping: Steps in Prototyping – Development and Implementation of the MIS - Software Development : Importance and Steps, Outsourcing: Types and Importance.

UNIT III

Structured System Analysis and Design (SSAD) – The Major Business Systems – Five Basic Elements of a Business organisation – Business Systems – objectives of a business organisation – Synergism – Tools and Techniques for System Development – System Implementation.

UNIT IV

Concept of Decision Support System (DSS) – Meaning – Architecture – Characteristics – components – structure of DSS – conceptual model of DSS – DSS Tools – DSS software - MIS and the role of DSS – Concept of Group Decision Support System (GDSS) – Components – GDSS model - Concept of Executive Support System (ESS) – Components – Architecture - Knowledge Management : Concept - Importance - Approaches – Issues – Types of knowledge Management - HR Contribution to Knowledge Management – Artificial Intelligence System – Benefits of Expert system – limitations – Domains of Artificial Intelligence.

UNIT V

Functional Information Systems: Marketing Information System – Concept – Components – Architecture - Financial Information System – Concept – Components – Architecture - Human Resource Information System – Concept – Components – Architecture - Manufacturing Information System – Concept – Components – Architecture - Strategic Information System – Concept – Components – Architecture.

REFERENCE BOOKS

1. Kenneth C. Laudon and Jane P. Laudon: Management Information System, Eighth edition Prentice Hall of India.
2. Jawadekar W.S., Management Information System, TaTa McGraw Hill Publishing Company Limited, New Delhi.
3. James A.O Brien: Management Information Systems, TaTa McGraw Hill Publishing Company Limited, New Delhi.
4. Effy OZ, Management Information System, Vikas Publishing House.
5. Gordon B. Davis and Margrethe H. Oison, Management Information System, TaTa McGraw Hill Publishing Company Limited, New Delhi.
6. C.S.V. Murthy: Management Information System, Himalaya publishing House

207 – BUSINESS ENVIRONMENT

Course Objective: The present course aims at familiarizing the students with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations and also the students understand the legal and regulatory framework for doing business in India.

UNIT – I Business Environment: Meaning – Importance – Nature – Environmental Factors – Changing the dimensions of Business environment – monitoring techniques of environmental scanning

UNIT – II Socio – Cultural and Technological Environment: Elements of Socio – Cultural Environment: Impact on Business – Culture and Sub culture pattern – Social responsibility of business – Technology upgradation – technology transfer – Technological Policy.

UNIT – III Economic and Political Environment: Significance and elements of economic environment – economic system – economic planning in India – Industrial Policy – New foreign trade policy – liberalization – privatization and globalization – Demonetization – Monetary and Fiscal policy – EXIM policy – critical elements of political environment.

UNIT –IV Legal Environment of Business: Political Institutions – Legislature, Executive and Judiciary – Changes of Legal Environment in India – Intellectual Property Rights – Major regulations pertaining to business.

UNIT – V Business Legislations: Consumer Protection Act 1986 – SICA Act – 1985 – FEMA Act 1999 – IT Act 2000 – Competition Act 2002 – MSME Act 2006.

Suggested Books:

1. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai.
2. Fernando, A.C., *Business Environment*, Pearson.
3. Suresh Bedi, *Business Environment*, Excel Books, New Delhi,
4. Adhikary.M. *Economic Environment of Business*, Sultan Chand & Sons, New Delhi.
5. Aswathappa.K., *Essentials of Business Environment*, Himalaya Publishing House, Delhi.
6. Justin Paul, *Business Environment*, Text and Cases, Tata McGraw Hill.
7. Krishna Rao,P, *WTO-Text & Cases*, PSG Excel Series.
8. R.S.N. Pillai and Bagavathi, “*Legal Aspects of Business*”, S.Chand, New Delhi.
9. H.L.Ahuja, “*Economic Environment of Business*” S.Chand, New Delhi.
10. G.Prasad, *Business and Corporate Laws*, Jai Bharathi Publishers.

NON CORE PAPER (for other Departments)
209: FUNDAMENTALS OF BUSINESS MANAGEMENT

Course Objective: The course aims to acquaint with fundamentals of management and various functional areas of management.

Unit – I:

Fundamentals of Management: Concept – Significance – Functions – Principles - Role and Responsibilities of a Manager – Management is an Arts Or Science – Concept of MBO – Management vs Administration – Advantages - Limitations.

Unit-II

Introduction to Business: Concept - Nature – Features – Types of Business – Business Vs Trade – Business Communication and its importance – Goal setting – Types of Strategies.

UNIT – III:

Marketing Management: Concept of Marketing –Nature – Scope – Distinction between Marketing and selling – Marketing Mix – Steps in New Product Development – Product life Cycle – Process of Marketing Research – Marketing Strategies – e-Marketing – Social Marketing.

UNIT-IV:

HRM: Concept – Nature – Objectives – Significance - functions – Role of HR Manager – HR Planning – Recruitment Process – Sources of Recruitment – Methods of Recruitment – Job Induction – Job Description - Job Specification – Job Analysis – Job Evaluation Process – Training and Development – Career Planning and Development Methods – Leadership – Motivation – Stress Management.

UNIT- V:

Financial Management: Concept – definitions – Nature – Scope – Objectives – Significance – Financial Decisions – Sources of Finance – concept of Cost of Capital Importance – classifications of costs – Computation of Specific Source of fund cost – WACC Concept of working capital Management – Objectives – Sources of W.C – Kinds of W.C – Components of W.C – Importance – Operating cycle – Cash Conversion cycle – Estimation of working capital – Dividend Policy – Issue of Dividend and Bonus Shares.

Reference Books:

- 1.Philip Kotler, Marketing Management, Pearson Education.
- 2.Heinz Weirich and Harold Koontz, Management, TMH.
- 3.I.M.Pandey, Financial Management, Vikas Publishers.
- 4.Garry Dessler, Human Resource Management, Pearson Edition.

III Semester (MBA)

301: BUSINESS LAW

Course Objective: The course aims to acquaint students with various laws governing business operations in India.

Unit – I

The Indian Contract Act – 1872 : Nature of a Contract - Classification of Contracts - Essentials elements of valid Contract — Capacity of parties – Free Consent - Contingent Contracts – Performance of Contract - Discharge of Contracts – Breach of Contract and its Remedies.

Unit – II

Negotiable Instruments Act – 1881: Meaning - Characteristics– Promissory Note – Definition- Characteristics, Bills of Exchange: Definition – Characteristics – difference between promissory note and Bill of exchange, Cheque: Definition – Characteristics – differences between Cheque and Bill of exchange – Crossing of Cheque - Types of Endorsements, Electronic funds transfer terminology– NEFT, MICR, RTGS, CTS.

Unit- III

Sale of goods Act – 1930: Meaning of Contract of Sale of Goods- Essential Elements of Contract of Sale, Conditions and Warranties; Performance of Contract of Sale, Unpaid Seller- Concept - Rights of Unpaid Seller. **Indian Partnership Act – 1932:** Elements of partnership - Constitution of Partnership - Forms of partnership - Types of partners– Rights, Duties and Liabilities of Partners.

Unit-IV

The Companies Act – 2013 : Meaning of a company - Characteristics - Types of Companies – Steps and Procedure for incorporation of the Company – Memorandum of Association - Articles of Association - Prospectus – Shares: Meaning- Types of Shares, Company Management: Company Meetings - types Resolutions- types , Prevention of Oppression and Mismanagement of Company.

Unit –V

Income Tax Act – 1961 (Theory only) :Meaning – Characteristics - Purpose of Income Tax, Terminology of Income Tax: Income- person– Assessee - Assessment Year- Previous year – Residential Status, Gross Total Income – Advance Payment of Tax: Concept- Procedure , Tax Deducted at Source – Assessment Procedure.

Reference Books

1. Bansal, C.L., Business and Corporate laws, 1st Edition, Excel Books, 2006.
2. Maheswari, S.N., Maheswari, Business Regulatory Framework, Himalaya Publishing House, 2006.
3. Lal, B.B., & Vashisht, N., Direct Taxes, Latest Edition, Pearson Education, 2009.
4. Kapoor, N.D., Mercantile law, Sultan Chand & Sons, 2006.

302: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Course Objective: The objective of this course is to create conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur and to develop perspective understanding of startups and MSMEs in the Indian context.

Unit – I Entrepreneur and Entrepreneurship: Evolution of the Concept of Entrepreneur – Characteristics of an Entrepreneur – Distinction between an Entrepreneur and Intrapreneur and a Manager – Functions of an Entrepreneur – Types of entrepreneurs, Concept of Entrepreneurship – Functions, Problems, Entrepreneurial process – Growth of Entrepreneurship in India – Recent Trends of Women Entrepreneurship – Meaning of and Need for Rural Entrepreneurship – Problems and Development of Rural Entrepreneurship.

Unit II Startup Ideas and Opportunity Assessment: Importance of Ideas – Sources of startup Ideas – Techniques for generating ideas – Steps in potential ideas – Opportunity Recognition- sources and process – Development of Programmes E – Business Ventures – Importance of Financial Management – Project Feasibility Study.

Unit – III MSME Enterprises: Definitions, Characteristics – Relationships of MSME – Relationship with large units – Export Oriented Units - Rationale – Objectives – Scope of Small Enterprises – Opportunities for an Entrepreneurial career – Role of Small Enterprises in Economic Development – Causes and Symptoms of Sickness – Cure for Sickness.

Unit IV Project preparation and Financing Ventures: Meaning of and Preparation of Project – Importance of Report – Content; Guidelines for Report preparation – Network Analysis – PERT and CPM – Sources of Finance – Concept of working Capital and Estimation – Seed Capital – Venture Capital.

Unit V Institutional support to Entrepreneurs: Commercial Banks – Other major financial institutions – Central Level Institutions – KVIC; SIDO; NSIC : National Productivity Council (NPC); EDII – State Level Institutions – DIC – SFC-state Small Industries Development Corporation (SSIDC) – Industry Associations – Confederation of Indian Industry(CII) ; Federation of Indian Chamber of Commerce Industry (FICCI); Associated Chambers of Commerce and Industry of India (ASSOCHAM)

Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,Millenium Edition.
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
7. E – Book, MSME at a glance – English version, Ministry of MSME.
8. Jaynal Ud – Din Ahmed and Abdul Rashid, MSME in India, New Century Publications.

303: TOTAL QUALITY MANAGEMENT

Course Objectives: This course is designed to learn the fundamentals of Total Quality Management with emphasis on quality philosophies and tools in the managerial perspective.

UNIT- I: Total Quality Management: Definition of quality – Dimensions of quality – Quality planning – Basic concepts of total quality management – Historical review – Principles of TQM – Leadership – Customer Satisfaction – Service Quality – Gurus of TQM – TQM Framework.

UNIT- II: Management Tools: Forced Field Analysis – Affinity Diagram – Just in time – Quality Circles – Cost Benefit Analysis – Flow Charts – Run and Control Charts – Check Sheets – Histograms – Scatter Diagrams – Cause and Effect Analysis – Process Simulation.

UNIT- III: Tools for Quality: Benchmarking – Quality Function Deployment – Quality By Design – Failure Mode and Effect Analysis – Total Productive Maintenance – ISO 9000 – ISO 14000.

UNIT- IV: Six Sigma: Definition --- Competitive Advantage -- Implementation of Six Sigma – Design for Six Sigma and Tools.

UNIT- V: Business Process Reengineering: Introduction – History and Development of Business Process Reengineering – Principles of Reengineering – The Reengineering Process – Quality and Reengineering.

Suggested Books:

1. Besterfield, D.H. "Total Quality Management", Pearson Education, Inc. 2003.
2. Zeiri., "Total Quality Management for Engineers", Wood Head Publishers, 1991.
3. Evans, J. R., and Lidsay, W.M., "The Management and Control of Quality", 5th Edition, South-Western (Thomson Learning), 2002.
4. Oakland.J.S. "Total Quality Management", Butterworth – Heinemann Ltd., Oxford, 1989.
5. Narayana V. and Sreenivasan, N.S., "Quality Management – Concepts and Tasks", New Age International, 1996.
6. Kanishka Bedi., "Quality Management", Oxford University Press, 2006.

MARKETING ELECTIVES

311: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective: The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management.

UNIT I Understanding Logistics and Supply Chain Management: Concepts - Logistics Relationships - Mission of Logistics Management - Objectives of Logistics Management - Definition and importance of supply chain - Issues in Supply Chain Management - supply chain drivers.

UNIT II Customer Service and Bench marking: Elements of customer service - service driven logistics system - customer focus in supply chain management - concept of bench marking - bench marking process - benefits of bench marking and competitive bench marking.

UNIT III Managing the Supply Chain and Integration: Need for integration, managing supply chain as a network - logistics partnerships - supply chain restructuring - IT in supply chain, Coordination in supply chain - Inter functional coordination - Inter Corporate coordination.

UNIT IV Decisions of Logistics and Supply Chain: Sourcing decisions - Transportation decisions - Warehousing decisions - Material handling and packaging.

UNIT V Global Logistics and Supply chain: Organizational structure for global logistics - problems and challenges of global logistics and supply chain management - global supply chain management vs domestic supply chain management.

References:

1. Christopher Martin. (3rd Edition, 2004). Logistics & Supply Chain Management Creating Valueadding Networks. Pearson Education.
2. Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH, 2009
3. Supply Chain Management ,Janat Shah, Pearson
4. Supply chain management concepts and cases, Rahul V. Altekar, PHI, 2008
5. Text Book of Logistics and Supply Chain Management, Agrawal, Macmillan, 08
6. Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan,
7. Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico , 2009

312: SERVICES MARKETING

Course Objectives: After successfully completing this course, students will be able to explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.

Unit-I

Services Marketing : Concept – Characteristics - Classification of Services – Difference between services and goods – Contribution of services sector to the Economy; Trends in service Marketing ; Consumer behavior: Consumer purchase behaviors ; Evaluation of service alternatives –Customer satisfaction – Past purchase evaluation by customer.

Unit-II

Focus on the Consumer: Consumer Perception of Service, Building Customer Relationship, Service Recovery, Developing Services Marketing Mix : Service Product – Pricing in services – Service Promotion - Place in service – Role of People in Service Marketing – Physical Evidence of Service.

Unit-III

Service Quality: Meaning – Dimensions in Service Quality – Measurement of Service quality – Gap analysis in service quality – Benefits of Service quality; Customer Retention and customer loyalty, Claim Settlement, reinsurance

Unit-IV

Marketing Planning for Services : Strategic Planning process; Benefits of Marketing Planning for Services; Problems in Marketing Planning, Managing demand supply – Forecasting Demand and Measurement – Reshaping the demand – Ques and the associated Problems- Yield Management.

Unit – V

Aligning Service Design and Standards: Service Innovation and Design – Challenges, types of Service Innovations, Stages in Service Innovation and Development, Service Blueprinting, High performance service innovations, new Service Development Processes, Customer defined service standards –factors, types and development.

Reference Books

1. Christopher Lovelock, services marketing People, Technology, Strategy, Pearson Education.
2. Rajendra Nargundher, Services Marketing, Mc Graw Hill Publications.
3. Adrian Payne, The Essence of Service Marketing, Prentice Hall of India.
4. Ram Mohan Rao, Services marketing, Pearson Education.
5. Roland T. Rust, Anthony J. Zahorick and timothy i. Keilninghan, Services Marketing, Addison Wesley.
6. Bhattacharya, Services Marketing, Excel Publications.
7. Vasanthi Venugopal & Raghu V.N.Services Marketing Himalaya Publishing House.
8. Govind Apte, Services Marketing, Oxford University Press.
9. Valarie A. Zeithaml & Mary Jo Bitner; Service Marketing – Integrating Customer focus across the firm, TMH , Fifth Ed. 2011
10. Vinnie Jauhari, Kirti Dutta: Services-Marketing, Operations and Management, Oxford University Press 2012.

313: PRODUCT AND BRAND MANAGEMENT

Course Objective: To familiarize the students with theory and practice of product and concept of brand.

Unit-I

Product Management: Product Management: Objectives, responsibilities of product manager, levels of product, product mix, product classification, PLC shapes and strategies, Innovation, diffusion and adoption process

Unit-II

Product platform and Development process: Product positioning strategies, strategies of leaders, challengers, followers, packaging management: definition, significance, essentials of a good package, functions of packaging, kinds of packaging, new product development process, reasons for adding a new product, product portfolio analysis: BCG and GE

Unit-III

Branding Concepts: Branding meaning, advantages and disadvantages, types of brands, brand loyalty, brand equity, brand extensions: horizontal and vertical, brand positioning, brand system audit, brand leveraging

Unit IV

Brand personality and performance: creating brand personality, measuring brand personality through brand personality scale, measuring brand performance, role of brand ambassadors, branding challenges and opportunities

Unit-V

Borderless branding: Brand re-launch and repositioning, brand building: on line vs. offline brand building, brand limitation, retail branding, Global branding strategies: global brand planning process, creating cross-country synergy, trademarks act, copyrights act, design act

Reference Books

1. Product & Brand Management (Text and cases) K. Venu Gopal Rao, Himalaya publishers
2. Product Management in India, Ramanuj Majumdar, PHI
3. Brand positioning & strategies for competitive advantage, Subroto Sengupta, Tata Mcgraw Hill
4. Brand Management Text and cases Harsh V Verma, Excel publishers
5. Managing Indian Brands, Ramesh Kumar, vikas publicati

314: RURAL MARKETING

Course Objectives: To help the students understand and appreciate the differences and similarities between urban and rural Indian markets. To make them understand and develop marketing strategies those are unique to rural India

Unit-I

Rural Marketing – Definitions, Scope and Significance – rural Vs Urban Marketing – Growth of Urban and rural Areas – Role of rural Marketing in Economic Development.

Unit – II

Consumer Profile and Behavior Patterns – Rural Consumer Characteristics and influences – Buying Models – Segmentation – Positioning –

Unit - III

Marketing Research Techniques in Rural Marketing. Product Strategy – Decisions with Rural Orientations and Branding – Packaging Decisions

Unit – IV

Spurious products – Innovation, Diffusion and Adoption – launching of New Product in rural Areas – Pricing Strategies.

Unit – V

Promotion Strategy – Promotional Mix with Rural Orientation – Strategies of Product Selling, Sales promotion and Publicity – Rural Advertising.

Reference Books

1. C.S.G. Krishnamacharyulu and R. Lalitha, Rural Marketing: Text and Cases, Pearson Education.
2. Sukupal Singh, Rural Marketing Management, Vikas Publications.
3. Bide & Badi, Rural Marketing, Himalaya Publications.

FINANCE ELECTIVES

321: COST ACCOUNTING FOR MANAGEMENT

Course Objective: The primary objective of this course is to familiarize the student with basic concepts, practical experience of Cost Accounting and its support to Management in decision making process. To elevate the students' knowledge in practicing the problems of cost Accounting and its relevance to cost control system in any organisation

UNIT I

Single/ Output/ Unit Costing: Cost Concepts – Nature and Scope – Objectives - Classification of Cost – Importance of Cost Accounting - Elements of cost – Direct Material – Direct Labor – Overheads – Problems on Cost of Direct Material – Problems on Direct labor – Problems on Over heads- Preparation of Cost sheet and Tender – Advantages of Cost Accounting – Limitations of Cost Accounting – Installing Cost Accounting System - Future of Cost Accounting. (Theory and Problems)

UNIT II

Methods of Costing: Meaning and Types; Process Costing: Meaning – features – Applications – Normal and Abnormal Losses – Process Accounts with Stocks; **Contract Costing** : Features – Recording of Costs – Contract Costing Vs Job Costing – Work-in-Progress – Certificate of Work Done – Calculation of profit on Contracts. (Theory and Problems)

UNIT III

Techniques of Costing : Decisions involving Alternative Choices – Reduction in Selling Price – Determination of Volume of Stocks – Make or Buy Decisions – Equipment Replacement Decisions - Shutdown or Continue Decision ; **Standard Costing** : Concept and Need – Types of Standards – Advantages of Standard Costing; **Variance Analysis** - Types of Variances – Problems on Materials Variance – Problems on Labour Variance. (Theory and Problems)

UNIT – IV

Operating Costing : Concept – Applications – **Transport Costing** : Concept, Applications and Problems – **Power House Costing** : Concept, Applications and Problems – **Hotel Costing** : Problems and Applications – Hospital Costing – Concept, Applications and Problems

UNIT – V

Uniform Costing : Meaning – Need and Objectives – Scope – Areas of Uniform Costing – Pre-requisites for installation of Uniform Costing - Applications ; Uniform Costing manual – Procedure for Inter-firm Comparison – Advantages and limitations; **Cost Management Techniques** : Cost Control and Reduction – Meaning - Cost Control Techniques – Cost Reduction Tools and Techniques – Cost Reporting : General Principles – Classification of Reports – Forms of Reports (Theory only).

REFERENCE BOOKS

1. Ravi M. Kishore, Cost and Management Accounting, Taxmann Allied Services Pvt. Ltd., New Delhi
2. Saxena V.K. and Vashist C.D., Advanced Cost and Management Accounting, Sultanchand and sons, New Delhi
3. Arora M.N, Cost and Management Accounting:, Himalaya Publishing House Pvt. Ltd., Hyderabad.
4. Maheswari S.N, Accounting For Management, Sultan Chand Publications Pvt Ltd., New Delhi.
5. Prashanta Athma, Cost and Management Accounting, Himalaya Publishing House.

322: TAXATION MANAGEMENT

Course Objectives: This course is designed to learn the concepts of Direct Taxation and Indirect taxation.

UNIT-I: Direct taxation – Income tax Act 1961 - Basic concepts – Residential status - Source of income - Income under the head salaries - Income from house property. **(Theory and Problems)**

UNIT-II: Profits and gains of business or profession - Capital gains - Income from other sources -Tax evasion -Income tax authorities. **(Theory and Problems)**

UNIT-III: Set-off and carry forward : Income of other persons included in assessee's total income - set-off and carry-forward of losses - Deductions from total income - Employee Tax planning. **(Theory only)**

UNIT-IV: Wealth Tax Act: Entire Act with basic provisions - basic case laws

UNIT – V: Indirect Taxation - Elements of Excise Act - Customs Act - VAT and Service Tax Act - Concept of GST. **(Theory only)**

SUGGESTED READINGS:

1. Vinod K. Singhania: - Indirect Tax Laws, Taxmann Publications.
2. Bhagawati Prasad: Direct Tax Laws and Practice.
3. V. S. Datey: Indirect taxes, Taxman Publications.
4. Vinod K. Singhania, Monica Singhania- Corporate Tax Planning and Business Tax Procedure- Tax Procedure - Taxmann Publication Pvt. Ltd.
5. Vinod K. Singhania, Kapil Singhania, 'Direct Taxes, Law and Practice', Taxmann Publication Pvt. Ltd.
6. Financial Acts of Relevant Financial Years.
7. Guide To Tax Planning, R N Lakhotia

323: FINANCIAL MARKETS AND DERIVATIVES

Course Objective: The objective of this course is to make students efficient in the area of financial markets and derivatives, giving them the knowledge of basics in derivatives, future markets, option strategies to enlighten the students with the concepts and practical application of derivatives.

UNIT-I

FINANCIAL MARKETS: Meaning – Classification – Money market – Money market instruments – Capital market – Primary market – Capital market versus money market.

UNIT-II

STOCK EXCHANGES: Meaning – Importance – Functions – Advantages – Limitations – BSE – NSE – Listing of securities – Objectives – Speculation in stock exchanges – Classification of speculators – Types of speculation – Role of SEBI – Securities trading system – Types of orders – Stock market operations – Trading settlements – Stock market quotations – On-line broking.

UNIT-III

FINANCIAL DERIVATIVES: Meaning – Definitions – Features – Classification of derivatives – Functions – Participants in financial derivatives market.

UNIT-IV

FORWARDS AND FUTURES CONTRACTS: Concept – Uses – Functions – Types of forwards and futures – Forwards and futures trading mechanisms – Forwards versus futures – Valuation of forwards and future contracts.

UNIT-V

OPTIONS: Concept – Types – Difference between options and futures – Option hedging strategies – Option trading strategies – Option pricing models – The Binomial option pricing model – One step and two step models – The Black schools pricing model.

SWAP MARKETS: Meaning – Features – Need – Types of swaps - Applications of swaps.

REFERENCE BOOKS:

1. Guptval S.L., 'Financial Derivatives', PHI, New Delhi.
2. Krishnan Bal & Natra, 'Securities Market in India', Kanughkal Publisher, New Delhi.
3. Tumbull & Jarrow, 'Derivatives Securities', Thomson Publications.
4. Sananatian, 'Derivatives', TMH, New Delhi.
5. Vohra N.D., & Bagri B.R., 'Futures and Options', TMH, Second Edition, New Delhi.
6. David Dubofsky, *Option and Financial Futures – Valuation and Uses*, McGraw Hill International Edition
7. Kumar S.S.S., 'Financial Derivatives', PHI, New Delhi.
8. Hull, John C, *Options, Futures and other Derivatives*, Prentice Hall of India 7./e 2008.
9. Keith Redhead, *Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs*,– Prentice Hall India Pvt., Ltd.,
10. P.Vijaya Bhaskar and B.Mahapatra, *Derivatives simplified – An Introduction to Risk Management*, Response Books, Sage Publication Pvt., Ltd.,

324: MERGERS AND ACQUISITIONS

Course Objective: To familiarize the students with basic concepts, strategies, valuation, accounting of mergers and concepts of demerges

UNIT-I: INTRODUCTION:

M&A Concept – Motives for M&As – Stakeholder Expectations in M&As – Forms of M&As – Reasons for Buying a Business – Reasons for Selling a Business – History of Merger Waves – Synergies in M&As

UNIT – II: STRATEGIES IN M & A

Strategic Approaches to M&As – Strategies for Entering a New Market – Value Creation Strategy in M&As – Growth Strategy through New Project of M&A – Corporate Objectives and Strategy for M&A –

Framework for M&A Strategies – Formulating Strategies for M&As (Theory only).

UNIT-III: CORPORATE VALUATION:

Basics of Valuation – Valuation of Financial Assets – Relative Value Models – Absolute Value Models – Option Pricing Models – Valuation of Firms – Income Approach (Capitalization Method and Discounted Cash Flow Method) – Market Approach (Comparable Company Method) – Assets Approach (Adjusted Book Value Method and Liquidation Method) – Choice of Methods – The Human Aspects of M&As (Including Problems).

UNIT-IV: ACCOUNTING FOR MERGERS AND ACQUISITIONS:

Controversies and Dilemma in Accounting for M&A – Accounting for M&As – Features of Pooling Accounting – Criteria for Pooling of Interests – Incentives to Choose Pooling Over Purchase – Accounting Valuation of Goodwill – Accounting for M&A in India – IFRS-3 on International Accounting

Standards for M&A – Main Features of the IFRS-3 – The Standards (IFRS-3) for Business Combination

– Comparison between Indian GAAP and IFRS-3 (Including Problems).

UNIT-V: DEMERGER:

Conceptualization of Demerger – Definitions – Procedural Aspects of Demerger Under the Companies Act 1956 – Effects of Demerger – Applicability – Legal Aspects – Taxation Aspects – Demerger Vs. Reconstruction – Demerger Vs. Hiving Off – Advantages of Demerger – Disadvantages of Demerger (Theory Only).

SUGGESTED READINGS:

- 1.Andrew J Sherman: Mergers & Acquisitions, AMCAM, New York;
- 2.Bhangaban Das, Debdas Raskhit and Satya Swaroop Debasish: Corporate Restructuring HPH;
- 3.Chandra Shekar Krishnamurthi and Vishwanata S.R.: Mergers and Acquisitions and Corporate Restructuring, Response Publishers;
4. Fred Weston J, Kwang S Chung: Merger Restructuring and Corporate Control, PHI;
- 5.Machiraju H R: Mergers, Acquisitions and Takeovers, New age International (P) Ltd. Publishers;
- 6.Manju Gupta: Contemporary Issues in Mergers and Acquisitions, HPH; 7.Nishikant Jha: Mergers, Acquisitions and Corporate Restructuring, HPM;
- 8.Rajinder Aurora, Kavita Shetty and Sharada Kale: Mergers and Acquisitions, oxford University Press;
- 9.Ravindhar Vadapalli: Merger, Acquisitions: Strategy, Valuation and Integration, PHI; 10.Ray Kamal Ghosh: Mergers and Acquisitions: Strategy, Valuation and Integration, PHI.

HRM

331: HUMAN RESOURCE DEVELOPMENT

Course Objective: The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs and have competence in the design and delivery of learning programmes.

Unit – I

Human Resource Development: concept, Origin and Need for HRD; Objectives of HRD, HRD System, Systems approach to HRD: Approach to Activity Areas of HRD; HRD Interventions ; Performance appraisal, Potential Appraisal, Feedback and Performance coaching, Career Planning , Employee Welfare and Quality of Work Life, HRD Climate; HRD Audit.

Unit – II

HRD –Trends: Organization Development: OD Concept, Definitions, Characteristics ,Features of OD, OD Interventions, Approaches to OD Change Lewins Three- Steps Model, ; Assessment Centre HRD Experience in Indian Organizations, Important Challenges to Organizations, Roles of HRD Professionals Future of HRD.

Unit – III

Human Resource Training : Concept and Importance: Assessing Training Needs: Process of Training; Designing and Evaluating, Training and Development Programmers, Organizational Culture, Types, Developing Right Culture, Work Place Jealousies and Policies, Work place Spirituality for Cooperation and Peace.

Unit – IV

Types and Methods of Training On the job Training, Off the job Training , Training Methods, Lecture, Role Play, Reverse Role Plays, Rotation Role plays, Managing Diversity for HRD, Behavior Modeling, Brain Storming Case Study.

Unit – V

HRD Applications and HRD in Practice: Quality Circles Management Development and OD : HRD & OD : HRD in Large, small, Manufacturing and Service Organizations, Global Developments and Implications for HRD in India, HRD outsourcing, BPO, ITES.

Reference Books

1. Rao, T.V., Human Resource Development, Sage publications, New Delhi.
2. T.V. and Pareek, Udai, designing and managing Human Resource Systems; Oxford and IBR Pub. Ltd., New Delhi.
3. Nadler, Leonard, Corporate Human Resource Development, Van Nostrand Reinhold/ASTD, New York.
4. ILO, Teaching and Training Methods for Management Development Hand Book McGraw Hill, New York.
5. Graig, Robert I. and bittel Lester R.(ed), Training and Development Development Hand Book McGraw Hill, New York.
6. Rao T.V.(et), HRD in the New Economic Environment, TMH ,New Delhi.
7. Dr. D.K.Bhattacharya, HRD, Himalaya Publishing New Delhi
8. T.D.Tiwari and Anjuthakker, Wisdom Publications,
9. A.M.Shakhi, HRD
10. Gupta & Gupta . HRD, Deep & Deep Publications

332. MANAGEMENT OF INDUSTRIAL RELATIONS

Course Objective: To enlighten the students with the Concepts and Practical applications of Industrial Laws and Employee relations.

Unit – I: Industrial Relations: Scope and Significance – Evolution of Industrial Relations in India and comparative analysis with USA and UK– Recent Trends in Industrial Relations – Approaches to Industrial Relations – Theories of Industrial Relations.

Unit – II: Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline and Code of Conduct; Industrial Disputes Act 1947.

Unit – III: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India – ILO and its impact.

Unit - IV: Trade Unions: Concept, Growth, functions and Objectives of Trade Unions - Trade Union Movement in India, UK and USA - Changing Role in the Context of Liberalization - Trade Union Act 1926.

Unit-V: Trade Unionism in India: Problems of Trade Union; Recognition, Leadership, Political involvement, Union rivalry; National trade Union Federations; Emerging Trends in Trade Unions in India.

Suggested Books:

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, New Delhi.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

333 - Employee Compensation and Administration

Course Objective: Explain how perceptions of compensation differ among society, stockholders, managers and employees. Understand the concept of a compensation strategy, where it comes from, how it relates to the organization's situation.

UNIT I :

Employee compensation: Concept and Significance: Wage Concept: Wage , Salary , Minimum Wage, Living Wage, Need-Based Minimum Wage, Money Wage and Real wage; Wage policy in India ; Theories of wages.

UNIT II :

Wage Administration Principles: Factors influencing Wage Fixation and Methods, wage Differentials: Occupational , skill, Sex, Inter-Industry, Regional and Sectional.

UNIT III :

Wage Fixation Mechanisms: Statutory Wage fixation, Wage Boards, Collective Bargaining , Adjudication, Pay Commission; Wage Fixation in Public Sector.

UNIT IV :

Incentives : Principles and procedures for installing incentive system; Types of wage Incentive System, Wage incentive Schemes in India, working of incentive schemes, Linking wage with productivity; Fringe Benefits: Concepts and Types.

UNIT V :

Wage and salary policies in Organization: Role of HR Department in wage and salary Administration, Managerial compensation, Perquisites and special Features; Recent trends in managerial compensation in Indian Organizations and MNC's.

Suggested Books :

1. Subramanian, K.N., Wages in India, Tata Mc Graw Hill Publishing Co. Ltd., New Delhi.
2. Sarma. A.M, Understanding Wages Systems, Himalaya Publishing House, Mumbai.
3. Varma, Promad, Wage Determination: concepts and cases, Oxford IBH publication. Ltd New Delhi.
4. Chatterjee, N.N., Management of Personnel of in Indian Enterprises. Allied Books agency, Culcutta.
5. Aswathappa. K., Human Resource and Personnel Management. Tata Mc Graw Hill Publishing Co.,

334: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

Course Objective: To enlighten the students with the Concepts and Practical applications of employee welfare and labour administration.

Unit – I : LABOUR WELFARE

Labour Welfare : Concept, Scope and Philosophy of Labour Welfare; principles of Labour Welfare: Indian Constitution and Labour Welfare Historical Development of Labour Welfare in India:

Unit – II: ILO

Impact of ILO on Labour Welfare in India; Agencies of Labour Welfare and Their roles: State, Management, Trade Unions and Voluntary Agencies.

Unit – III: WELFARE PROGRAMMES

Labour Welfare Programmes ; Statutory and Non-Statutory, Extra Mural and Intra Mural: Canteen, Housing, Workers Education Scheme; Welfare Office: Role , Status and Functions.

Unit – IV: SOCIAL SECURITY

Social Security : Concept and Scope; Social Assistance and Social Insurance, Development of Social security in India; Social Security Measures for Industrial Employees.

Unit – V: LABOUR ADMINISTRATION

Labour Administration : Central Labour Administrative Machinery in India; Chief Labour Commissioner , Director general of Employment and Training, director general of factory Advice Service, Provident Fund Organization, ESI Scheme : Labour Administration in AP

Reference Books

1. Moorthy, M.V., Principles of Labour welfare in India, Sree Ram Centre
2. Sharma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Pub. House, Mumbai.
3. Ram Chandra P.Singh, Labour Welfare Administration in India, Deep & deep Pub., New Delhi.

NON CORE PAPER (for other Departments)
305. ENTREPRENEURSHIP DEVELOPMENT

Course Objective: To develop necessary knowledge and skills among the students to become entrepreneurs.

UNIT – I : Entrepreneur & Entrepreneurship Development: Characteristics of Entrepreneur – Attitude; Qualities and Functions of entrepreneur-distinction between entrepreneur and intrapreneur– Importance of Entrepreneur –types of entrepreneurs- Role Models.

UNIT-II

Entrepreneurship Development - Theories of Entrepreneurship- growth of entrepreneurship in india-problems and development of rural entrepreneurship-: Role of Government in Promotion of Entrepreneurship.

UNIT – III : Idea Generation and Feasibility Planning: Sources of New Ideas – Methods of idea generation – Creative problem solving – Opportunity Recognition – Fundamentals of Feasibility Planning – Four Stages Growth Model.

UNIT – IV : Managerial Aspects of Entrepreneurship : Sources of Finance – Working Capital; Venture Capital; Seed Capital – Financing Agencies – Government grants; Subsidies; Investors; Private Offerings – Product Development – Marketing Management, HRM in SMES.

UNIT – V : Entrepreneurial Strategy : Generation of New entry Opportunity – Entry Strategy - New Entry Exploitation – Decisions under uncertainty – Risk Reduction Strategies – Growth Strategies – Innovations Strategies and Managing Newness.

Suggested Books:

- 1.Nanda, H., Fundamentals of Entrepreneurship, PHI, First/e, New Delhi,2009.
- 2.Vasanth Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 2009.
- 3.Bholanath Dutta, Entrepreneurship Management – Text and Cases, Excel Books, 2009.
- 4.Morse & Mitchell, “Cases in Entrepreneurship” , SAGE Publishers, New Delhi.
- 5.Barringer & Ireland, Entrepreneurship – Successfully Launching New Ventures, Pearson, 2006.
- 6.Poornima Charantimath, Entrepreneurship Development & Small Business Enterprises, Pearson Education.
- 7.Khanka, S.S. “Entrepreneurial Development “ , S.Chand.

IV SEMESTER (MBA)

401-STRATEGIC MANAGEMENT

Course Objective: The objective of this course is to analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness, to recognize the different stages of industry evolution and recommend strategies appropriate to each stage and to appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm’s core competencies.

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 – Crafting a strategy – Industry and Competitive Analysis, Porter’s Five Forces Model.

Unit-II: Environmental Scanning and leadership: Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- BCG Matrix, Space Matrix, GE Model, Grand Strategy Matrix -Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

Unit-III: Strategy Formulation : Strategy Framework 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 – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

Unit-IV: Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – 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 – Strategic surveillance -strategic audit.

REFERENCES:

- 1 .Vijaya Kumar P.,HittA : Strategic Management, Cengage learning, New Delhi,2010.
2. John A PearceII, AmitaMital: “Strategic Management”, TMH, New Delhi, 2012.
3. Sanjay Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi,2012.
4. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi, 2010.
- 5 .P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011.
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “Strategic Management and Business Policy”, Excel Books, New Delhi, 2012.

402: TALENT AND KNOWLEDGE MANAGEMENT

Course Objective: The main objective of this paper is to enable the students understanding the significance of Talent and Knowledge Management in today’s business scenario.

Unit – I: Introduction : Meaning and importance of talent management; Designing and building a talent reservoir–Segmenting the Talent Reservoir; Talent Management Grid; Creating a talent management system; Institutional strategies for dealing with talent management.

Unit – II : Competency Management : Competency–meaning, characteristics, types–Steps in developing a valid competency model; Talent management information systems; Developing a talent management information strategy; Role of leaders in talent management.

UNIT-III: Introduction to KM & Role of IT: Meaning, Importance of Knowledge Management. —Data –information – Knowledge – Wisdom interrelationship; Organizational knowledge: Characteristics and components of organizational knowledge; Building knowledge societies Role of Information Technology in Knowledge Management System – Knowledge management tools

UNIT-IV: Future of Knowledge Management & Industry Perspective: Companies on the road into knowledge management – knowledge management in manufacturing and service industries –Knowledge management in finance – Knowledge management in marketing – customer relationship process;Business ethics and Knowledge Management – Challenges and future of knowledge management.

UNIT-V: Knowledge Management Process: Universal appeal ; Stages of Knowledge

Management process ; Knowledge Capital Vs. Physical Capital ;The promise of Internet and the imperatives of the New Age;Study of Road Blocks to the implementation of knowledge management;10 step KM Road Map of Amrit Tiwana. Business intelligence and internet platforms – Web portals - Information architecture – Net banking in India.

Suggested Books:

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press.
3. Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.
4. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
6. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.
7. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, “The Essential Guide to Managing”, Viva Books.
9. Stuart Barnes(Ed) “Knowledge Management Systems”. Cengage Learning.

MARKETING ELECTIVES

411 : INTERNATIONAL MARKETING

Course Objectives: The objective of this course is to introduce the student to Marketing Strategy Planning for International Markets. Specifically, when the student has completed this course, he/she should, Understand the various ways that businesses can get into international marketing , Understand what multinational corporations are , Understand the kinds of opportunities in international markets,

and the international environments that create these , Understand the market dimensions that may be useful in segmenting international markets, entry strategies, building brand, communication decisions and export marketing.

UNIT – I

International Marketing – Definition and Scope – Significance of International Marketing, Differences between International and Domestic Marketing, International Marketing Environment.

UNIT – II

International Market Entry Strategy : Entering International Markets – Product Strategy for International Markets

UNIT-III

Building Brands for International Markets – Global Advertising. Pricing for International Markets : Environmental Influences on Pricing Decisions

UNIT – IV

, Distribution Channels & Structures – Communication Decisions for International Markets – international marketing of Services.

UNIT – V

Export Marketing : International Trade, Finance and Risk Management, export Costing and Pricing, Export Procedures and Export Documentation, Export Assistance and Incentives in India.

Reference Books

Wawen J. Keegan, Global marketing Management, Pearson Education.

Philip R. catera, John L. Grahah, International Marketing, TMH.

Rakesh Mohan Joshi, international Marketing, Oxford.

R.L. Varshney and B. Bhattacharya, International Marketing Management : An Indian perspective, Sultan Chand Publications..

412: Advertising and Sales Promotion

Course Objective: The objective of the course is to provide students with detailed knowledge on marketing mix.

Unit-I

Advertising: Advertising types, role of advertising in developing economy, advertising agency, advertising budget, evaluation of advertising effectiveness: pre testing, post testing, DAGMAR, social, cultural and ethical dimensions of advertising

Unit-II

Advertising agencies: Word of mouth advertising, advertising planning, creativity of advertisement copy, employing the internet for advertising, advertising research, agency-client interface, functions and types of agencies

Unit-III

Media Management and planning: Types of media, media scheduling decisions, media mix decisions, media evaluation and selection, media effectiveness, social and ethical aspects of media

Unit-IV

Sales promotion and sales force management: Sales promotion: objectives, types of sales promotion tools, personal selling: sales personality, retail salesman's duties, responsibilities and problems, types of salesmen, AIDAS, training sales personnel, motivating the sales force, compensating sales personnel

Unit-V

Direct marketing and Public Relations: advantages, techniques, public relations objectives, tools of public relations, event marketing : Importance, promotion of events.

Reference Books

1. Foundations of Advertising theory and practice S.A Chunawalla, K.C Sethia, Himalaya Publishing House
2. Sales & Advertisement Management, S.Raj kumar, V.Raja Gopalan, S.Chand Publisher
3. Advertising Management, Jeth Waney, Jain Oxford Publisher
4. Integrated Advertising, Promotion and Marketing communications, Krusti shah, Lon D Souza, TMH Publisher
5. Salesmanship and Publicity, Rustom S Davar, Sohrab R Davar, Nusli R Davar
6. Marketing Management, R.S.N Pillai Bagavathi S.Chand Publisher

413: RETAILING MARKETING

Course Objectives: Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion. Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

UNIT-I

Introduction to Retailing: Retailing – Meaning functions – Types of retailers – Services of retailers – significance of retailing – Multichannel retailing;

UNIT-II

Customer buying behavior – Buying process – Types of buying decisions – Factors influencing the buying process; Retailing in India - emerging Trends in retailing.

UNIT-III

Retail store locations: Evaluation of specific areas and sites for location – Site Characteristics - Trade area Characteristics – Estimating Potential sales for a store site; Store design and layout – Objectives – Space management – Visual merchandising – Atmospheric – Website design - Elements of store design – Exterior and interior.

UNIT-IV

Retail Marketing strategy: Definition Building a sustainable competitive advantage – Growth strategies – Strategic retail planning process; Financial strategy: Objectives – Strategic Profit Model – Setting and measuring performance objectives.

Unit-V

Retail Pricing – setting retail prices – Price adjustments – Pricing strategies; Retail communication Mix; Customer relationship Management: The CRM Process – collecting customer data – Addressing customer data and identifying target customers – developing CRM Programmes; International retailing – Opportunities and challenges.

Reference Books

1. David Gilbert, Retail Marketing Management, Pearson Education
2. . A J Lamba, The Art of Retailing, TMH
3. Hasty and Reardon: Retail Management, McGraw-Hill
4. Diamond ,jay and Gerland Pintel: Retailing, PHI

414: INDUSTRIAL MARKETING

Course Objectives: The course is designed to provide students with the ability to understand industrial markets and relevant industrial marketing strategies. The course will help the students to achieve the following objectives:

- Understand the nature and role of industrial markets
- To explain the characteristics of industrial markets and buying situations
- To help students understand how to develop and implement relevant industrial marketing strategies

Unit-I

Industrial Vs consumer marketing, characteristics of industrial goods, types of industrial customers, , industrial market segmentation, targeting, and positioning

Unit-II

Buying and buyer behavior: factors affecting buying decision, buying objectives, vendor analysis and selection- industrial marketing research, marketing information system

Unit-III

Industrial pricing: characteristics, factors affecting pricing, pricing methods, leasing-industrial marketing

UNIT-IV

Communication: advertising, personal selling, trade fair & exhibitions

Unit-V

Distribution channels: factors affecting, use of intermediaries, types of middlemen, channel conflicts, Formulating Channel Strategies

Reference Books

Robert R.Reeder, Edward G.Brierty & Betty H.Reeder: INDUSTRIAL MARKETING; Prentice-Hall International,
Krishna Havaladar, INDUSTRIAL MARKETING, Tata McGraw-Hill
Peter M. Chisnall: STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International,
Richard M.Hill, Ralph S.Alexander & James S.Cross: INDUSTRIAL MARKETING; All India Traveller Book Seller Publishers and Distributors Francis Cherunilam : INDUSTRIAL MARKETING ,Himalaya publisher

415: CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective: The objective of this course is to explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour, to demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviour and to critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviour of individuals.

UNIT – I: Consumer Behaviour: Introduction to Consumer Behaviour - Understanding consumers and market segments - evolution of consumer behaviour - consumer analysis and business strategy - models of Buyer Behavior - Howard Model, Howard Sheth Model - EKB Model - Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT – II: Psychological Foundations of Consumer Behaviour: Consumer Motivation - Perception - Personality and Behavior - Learning and Behavior Modification - Information Processing - Memory Organization and Function - Attitude Formation and Attitude Change - Social and Cultural Environment Economic – Demographic, Cross Cultural and Socio – Cultural Influences – Social Stratification - Reference Groups and Family - Personal influence.

UNIT – III: Communication and Consumer Behaviour: Components of communications process designing persuasive communication and Diffusion of Innovations - Consumer Decision Processes High and Low Involvement - Pre-purchase Processes - Post Purchase processes - Consumption and evaluation - Brand Loyalty and Repeat Purchase Behaviour.

UNIT – IV: Customer Relationship Management: – Introduction - Measurement - Qualitative Measurement Methods - Quantitative Measurement Methods - Customer Relationship Survey Design - Statistical Analysis of Customer Surveys - Using Customer Relationship Survey Results.

UNIT – V: Relationship and Partnership: Relationship Concepts - Relationship Drivers - Lasting Relationships - Customer Partnership - Internal Partnerships - External Partnerships and Relationship Management changing Corporate Cultures.

References:

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behaviour Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011.
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Cengage, New Delhi, 2012.

FINANCE ELECTIVES

421 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective: Investment analysis and portfolio management course objective is to help entrepreneurs and practitioners to understand the investments field as it is currently understood and practiced for sound investment decisions making.

UNIT-I: Investment: Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue – Private Placement – Listing – Trading – Settlement. Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY (**Theory only**).

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Valuation of Securities: Basic Concepts: Return, Risk, Intrinsic value – Valuation of fixed income Securities: Debentures and Bonds: Current Yield, Yield to Maturity (YTM), Yield to Call (YTC), Bond Duration – Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price – Earnings (P/E) Approach (**Theory and simple problems**)

UNIT-III: Fundamental Analysis: Economy, Industry and Company Analysis. Technical Analysis: Dow Theory - Elliot wave – Moving Average, Exponential Average, Oscillators, Rate of Change (ROC), Relative Strength Index (RSI), Moving Average Convergence Divergence (MACD) – Breadth of the Market – Momentum. (**Theory only**)

UNIT-IV: Portfolio Analysis and Selection: Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe's Single Index Model – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis (**Theory and problems**).

Unit-V: Portfolio Evaluation & Revision: Methods of Portfolio Evaluation – Sharpe's, Treynor's and Jensen's measures of portfolio performance evaluation - Fama's decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies (**Theory only**).

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi.
2. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi.
3. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi.
4. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi.
5. Sharpe W, Alexander, GJ, & Baily JV, Investments, TMH, New Delhi.
6. Avadhani, VA, SAPM, Himalaya Publishers.
7. Bhalla, VK Investment Management, S.Chand., New Delhi.

422: FINANCIAL RISK MANAGEMENT

Course Objective : To understand the operational practices and credit environment and to expose the students to pricing of loans and mechanism of credit risk in Banks and Insurance organisations

UNIT I

Meaning and Definition of Risk – Concepts of Risks : Definition of Perils and Hazards – Meaning of Uncertainty – Difference between Risk and Uncertainty – Risk Attitude : Causes or sources of Risks – Classification of Risks – Methods of Handling the Risk – Measuring the cost of Pure Risk – Risk Management : Definition – Features – Objectives – Significance – Principles – **Process** : Planning of Risk – Risk Identification – Risk Analysis – Evaluation Process - Assessment – Advantages – Limitations (**Theory and Problems**).

UNIT II

Business Risks : Definition – Causes – Methods of Handling Business Risks – Risk Management by Individuals – Risk Management by Companies; **Entrepreneurial Risk Management** – Concept – Process - Methods of Handling Risk – Environmental Risk Management – Causes- Process (**Theory only**).

UNIT III

Meaning and Definition of Insurance – History of insurance Business in India – Framework of Insurance Business - Features of Insurance Contract – Functions – Importance – Essential Elements of Insurance Business - – Benefits of Insurance – **Kinds of Insurance:** Life Insurance : Definition – Classification of Life Insurance Policies – Organisation structure of LIC – Role of LIC – Calculation of Premium in Life Insurance Policies; History and Growth of GIC : Objectives – Kinds of Policies – Functions of GIC – Concept of Reinsurance - Impact of Privatisation of Insurance - IRDA : Role-Powers – Functions and Regulations (**Theory and Problems**).

Unit – IV

Meaning and Definition of Commercial Banks : History and Growth - Features – Functions – Regulations – Classification of Banks - Benefits – Limitations – Impact of Privatisation of Banks. (**Theory only**).

Unit – V

Risk Management in Insurance and Banks – Operational risks : Principles – Causes – Credit risk: : Objectives – Causes – Dimensions - BASEL I Committee : Objectives - Benefits – BASEL II and Three-Pillar Approach : Minimum capital requirement – Supervisory Review Process – Market Discipline – Key Factors for implementation of BASEL II. (**Theory only**).

REFERENCE BOOKS

1. Harrington : Risk Management and Insurance, TaTa McGraw Hill publishing House, New Delhi.
2. George : Principles of Risk Management and Insurance, Pearson Education
3. James Triesehmann, Risk Management and Insurance, Thomson Publications.
4. P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House.
5. Periaswamy, P and Veeraselvam, M., Risk Management and Insurance, Himalaya Publishing House.

423: FINANCIAL SERVICES

Course Objective: To provide conceptual understanding of financial services and in-depth knowledge of banking, mutual funds and lease financing services.

Unit – I

Financial Services : Concept – Definitions – Evolution of Financial Services Sector in India – Features – functions – Constituents of Financial Services – Significance – Types of Financial Services Sector – Regulating Authorities of Financial Services Sector- Problems of Financial Services Industry – Growth of Financial Services Industry.(**Theory Only**)

Unit – II

Merchant Banking: Meaning – Origin – Scope – Functions – Registration of Merchant Banker – Issue Management – SEBI Guide Lines for Merchant Banking.

UNIT-III

Mutual Funds: Meaning – Evolution – Growth –Types – Advantages – M.F .Organization – Regulatory Aspects (**Theory Only**)

Unit-IV

Lease Financing: Meaning – Evolution – Classification of Lease – Regulatory Authority – Advantages – Disadvantages. Hire Purchase: Meaning – Features – Evolution – Lease Finance Vs Hire Purchase – sources of Law on Hire Purchase – problems. Factoring: Meaning – Types – Significance – Advantages – Disadvantages (**Theory Only**)

Unit – V

Venture Capital: Evolution – Mechanism –Types - Problems – Benefits - Housing Finance : housing Policy – H.F Organizations – Types of Housing Loans. Credit Rating: Evolution – Scope of Rating – Process of Rating – Framework- Credit Rating Agencies – Regulation of CRAS. (**Theory Only**)

Reference Books

1. Gordon and Natrajan., FINANCIAL MARKETS AND SERVICES, Himalaya Publishing House, Mumbai.
2. Madura., FINANCIAL INSTITUTIONS AND MARKETS, Thomson.
3. M.Y. Khan, FINANCIAL SERVICES, Tata Mc Graw Hill, New Delhi.
4. Varma, J.C., MERCHANT BANKING, Tata Mc Graw Hill, New Delhi.
5. Vastsara & Nigam, MANAGEMENT OF INDIAN FINANCIAL INSTITUTIONS, Himalaya Publishing House, Mumbai.

424: INTERNATIONAL FINANCIAL MANAGEMENT

COURSE OBJECTIVE: The course emphasizes the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers •

Unit-I

International Monetary System and Financial Markets: An overview of Global Financial Markets - Foreign exchange market – Functions.

UNIT-II

Structure of Forex markets – Major participants – Types of transactions and settlements -Balance of payments (BoP) – Functions of BoP – Accounting components of BoP.

Unit-III

Determination of exchange rates: Spot and forward rates – International parity conditions – Purchasing power parity – Forward rate parity and interest rate parity – Fisher open condition.

Unit-IV

Foreign Exchange Exposure and Risk: Economic exposure – Transaction exposure and translation exposure –Management of exposure - Currency options and futures – Currency swaps.

Unit-V

Cross Border Investment Decisions: Working capital management in Multinational companies (MNCs) – Capital budgeting for MNCs – Capital structure of multinational firms.

Reference Books

Eiteman, Stonehill and Moffett: Multinational Business Finance (Pearson)

Alan C. Shapiro : Multinational Business Financial Management (Wiley India)

P.G. Apte : International Financial Management (TMH)

Jeff Madura : International Corporate Finance (Cengage)

425: ADVANCED MANAGERIAL ACCOUNTING

Course Objective: Advanced Managerial Accounting focuses on the complex issues relating to cost control, profit analysis, performance measurement, compensation systems and strategic performance management. This course extends and applies the knowledge base students gained in Cost Accounting to further develop their understanding of the issues in the planning, control and evaluation of organisational activities. It focuses on the role accounting information takes in the development of performance measurement and control systems, as well as the behavioural implications of using these systems.

UNIT-I

Financial Statements: Meaning – Objectives – Types – Uses – Limitations.

Financial Statements Analysis: Meaning – Objectives – Techniques – Uses – Limitations.

Ratio Analysis: Meaning – Types – Du Pont Analysis (Including Problems).

Funds Flow Analysis: Meaning – Preparation of Funds Flow Statement – Cash Flow Analysis: Meaning – Preparation of Cash Flow Statement as per Accounting Standard No.3 (Including Problems).

UNIT-II

Human Resources Accounting: Concept – Objectives – Approaches – Limitations (Theory only).

Responsibility Accounting: Concept – Steps – Responsibility Centre – Types of Responsibility Centres – Preparation of Responsibility accounting reports (Including Problems).

UNIT-III

Inflation Accounting: Concept – Limitations of historical cost based financial statements – Methods of Inflation Accounting: Current Purchasing Power Method – Current Cost Accounting Method (Including Problems).

UNIT-IV

Income Measurement: Income Concepts - Measurement and Reporting of Revenues, Expenses, Gains and Losses (Theory only) – Analysis of Changes in Gross Profit (Including Problems).

UNIT-V

Financial Measures of Performance: Introduction – Return On Investment (ROI): Concept – Uses and Limitations – Economic Value Added (EVA): Concept – Significance of EVA – Measurement of EVA (Theory only).

UNIT - V

Balanced Score Card (BSC): Concept – Objectives – Perspectives of BSC - Multiple Scorecard Measures to a Single Strategy (Theory Only).

SUGGESTED READINGS:

- 1.Charles S. Gibson: “Financial Statement Analysis”, Cengage Learning India Private Limited;
- 2.Lyn M. Fraser & Aileem Ormiston: “Understanding Financial Statements” PHI
- 3.Ambrish Gupta: “Financial Accounting for Management An Analytical Perspective”, Pearson;
- 4.Earl. K. Stice & James D. Stice: “Financial Accounting Reporting & Analysis”, Cengage Learning India Pvt. Ltd.
- 5.Carl s. Warren, James M. Reeve & Jonathan E. Duchac: “Financial Accounting Concepts, Methods and Applications” Cengage Learning India Pvt. Ltd.
- 6.Sharma RK & Shashi K. Gupta: “Management Accounting” Kalyani Publishers
- 7.Malcolm Smith, “Research Methods in Accounting” Sage Publications Ltd.
- 8.Rawat D.S: “Accounting Standards”, Taxmann

- 9.Kamal Garg: “IFRS Concepts and Applications”, Bharat Law House Pvt. Ltd.
10.Ghosh T.P: “IFRSs For Finance Executives”, Taxmann.

HRM ELECTIVES

431: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective: The course is designed to enhance the potentials of the student to manage Human Resource in Multi National Organizations to achieve Business Standards.

Unit - I

Introduction to International Human Resource Management: Concept, Scope and Significance - Expatriate- Approaches to International Human Resource Management, Differences between Domestic and International HR Activities; Role of International HR Department - Issues and Challenges of IHRM, Organizational structure of multinational corporations,

Unit- II

Socio – Culture Contexts: Cultural Factors - Cultural Sensitivity - Culture affects Management approaches - Cross-cultural Communication - Cross Culture Differences in the Work Place – Hofstede Cross-Culture theory.

Unit – III

Recruitment and Selection: Concept – sources of Human Resources: Micro level, Macro level, Modern Sources, Techniques of Recruitment – Centralized Vs Decentralized recruitment – Selection: The Expatriate System, Reasons for Expatriate failure in foreign assignment - Selection Techniques for International Assignment: Adaptability to cultural change, Motivation for a foreign assignment and Leadership ability.

Unit – IV

Training and Development: Need for Global training - Areas of Global Training & Development, Compensation : Objectives of International Compensation Management - Complexities in International Compensation Management- - Factors Affecting International Compensation Management - Approaches to International Compensation Management, Performance Management: System of performance appraisal – Problems of Performance Appraisal – Measures for effective Performance Appraisal.

Unit -V

Introduction to International Industrial Relations: Key Issues in International Industrial Relations - Trade Unions and International Industrial Relations - Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy to Multinational Corporations – Regional Integration – NAFTA, EU.

Reference Books

1. Dowling Welch, Schuler, International Human Resource Management Thomson, New Delhi.
2. Anne Wil Harzing et al., International Human Resource Management., sage, New Delhi
3. P.Subba Rao, International Human Resource Management, HPH, New Delhi
4. Briscoe, Dennis R., International HRM , Prentice Hall NJ.
5. Torrington, D., International HRM : Think Globally and Act Locally, Hemal Hempstead, Prentice Hall.

432: Strategic Human Resource Management

Course Objective: The Objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance.

UNIT I : Concept of Strategy; Types of strategies: Corporate strategy and Business strategy, Integrating Human Resource Strategy with Corporate and Business and Strategies.

UNIT II : Human Resource Environment: Technology and Organization Structure; Worker Values and Attitudinal Trends; Management Trends, Demographic Trends: Trend's in the utilization of human resources and international developments.

UNIT III : Strategic International Human Resource contributions: Strategic Human Resource Activity Typology; Classifying Human Resource Types : Integration of strategy and human resource planning: The Human Resource manager and Strategic Planning. Strategic, Human Resource Planning.

UNIT IV: Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages: Selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems: Strategically Oriented Performance Management Systems: Strategically oriented compensation systems and employee development.

UNIT V: Impact of Human Resource Practices: Individual high performance practices; Systems of high –performance human resource practices: individual Best practices vs. Systems of Practices and Universal Practices vs. Contingency Perspectives. Human Resource Evaluation: Over view of the Evaluation: Approaches to Evaluation: Evaluation Strategic Contributions of Traditional Areas: and Evaluation Strategic Contributions in Emerging Areas.

Suggested Books :

1. Greer, Charles R. (2003) Strategic Human Resource Management – A General Managerial Approach New Delhi: Pearson Education (Singapore) Ple. Ltd.
2. Mabey, Chrisopher and Salaman, Graeme, Strategic Human Resource management, Beacon, New Delhi.
3. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.
4. Porter, Michael S., Competitive Advantage: Creating and Sustainig Superior Performance, Free Press, New York.

433 : LABOUR LEGISLATIONS

Course Objective: To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarize the students to the practical problems inherent in the implementation of labour statutes.

Unit – I: Industrial Jurisprudence; Definition, Industrial Jurisprudence in India, Principles of Industrial Jurisprudence: Social Justice, Natural Justice, Equity, National Economy, Dynamism, Constitutional Norms, Welfare, Res Judicata, Laches, Vicarious Liability. Writs and appeals under the Indian Constitution, Labour Legislation: Growth, Objectives and Classification.

Unit – II: The Factories Act, 1948, The mines Act 1952 and its rules .

Unit – III: The Plantation Labour Act, 1951, The Contract Labour (Regulation and Abolition) Act 1970.

Unit – IV: The Apprentices Act 1961, The Child Labour (Prohibition and Regulation) Act 1986.

Unit – V: The A.P Shops and Establishments Act 1988. The Dock Workers (Regulation and Abolition) Act 1948.

Reference Books

1. Malik, P.L Industrial Law, Eastern Book Company, Lucknow
2. Goswami, V.G. Labour and Industrial Relations Law, Central Law Agency, Allahabad
3. Agarwal, S.L, Labour Relations Law in India, Mc Milan Company of India Ltd., New Delhi
4. Sharma A.M. Industrial Jurisprudence, Himalaya Publishing House, New Delhi
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad
6. Vaidyanathan, N, IOL Conventions and India, Minverva Associates, Calcutta
7. Sinha, P.R.N, Industrial Relations and Labour Legislations, Oxford and I.B.H Publishing Co., New Delhi
8. Prabhakar Rao, D.V.S.R, Contract Labour Abolition and Absorption, Law Publishing House, Allahabad.

434: PERFORMANCE MANAGEMENT AND EMPLOYEE COUNSELLING

Course Objective: This course is designed to assist Human Resources professionals and operational managers in giving effective performance appraisals that help motivate employees to achieve higher productivity.

Unit – I

Performance Management: Concept and Objectives; Goal setting and Expectancy Theory; Performance Management Models; Designing Performance Management System; Pfm Process: Performance Appraisal - A Conceptual Frame work, Tools of Performance Appraisal, Performance Management in MNC and Outcome, Designing of PMS in MNC – Aims and Role of PMS, Characteristics of an Ideal PMS, Linking of Performance Management and Strategic Planning in a MNC

Unit – II

Performance Management Process; Goal Setting Levels; Corporate, Department and Individual; Monitoring Performance; Performance Feedback Performance Review; Coaching; counseling and Mentoring; 360 degree Appraisal and its Application in US, Europe and Asia, Performance Management Reward Systems in MNC.

Unit – III

High performance Teams: Elements of Team Building, Team Characteristics and Behaviors , Team Concepts and Norms, Selection of Team Members, Cross Functional Teams.

Unit – IV

Features of Effective Performance Appraisal System: Feedback; Building Team Performance; Learning organizations; Counseling: Meaning, Need for counseling; Functions of Counseling; Forms of Counseling; Counseling Process; Counseling Variables; Pre-requisites for Effective Counseling; Skills of an Effective Counseling.

Unit – V

Performance Management and Motivation from Global Scenario – Application of Expectancy Model, Reward and Recognition from Global Perspective, Challenges of Implementing PMS in MNC .

Reference Books

- 1.Prem Chand, Performance Management, Macmillin, New Delhi
- 2.T.V.Rao, Performance Management and Appraisal System Response
- 3.Dave, Indu, The Basic Essentials of Counseling, Sterling Pub. Pvt., Ltd., New Delhi
- 4.Carroll, Michal and Watso, Michael, Hand Book of Counseling in Organizations, Sage Pub., New Delhi
- 5.Mabey, Chirstopher and Salamanm Graeme, Stgrategic HRM, Beacon Books, New Delhi
- 6.Rao T.V., and PAreek, Udai(ed)., Redesigning Performance Appraisal System, Tata McGrew Hill Pub., New Delhi
- 7.Neale, Frances, Handbook of Performance Management, Jaico Pub., House, New Delhi
- 8.Benson, Gray, Stepping Up Performance, Jaico Pu., House, New Delhi

9. Walters, Mike, The Performance Management Handbook, Jaico Pub., House, New Delhi
10. Murphy, Kerin R., and Cleveland, Jeanette N., Understanding Performance Appraisal, Sage, London
11. David Wade and Ronald Recardo, Corporate Performance Management, Butterworth Heinemann, New Delhi
12. Kur Verweire et al, Integrated Performance Management, Sage, New Delhi.
- Text Book : Performance Management Herm.....nnis Pearson Education ,2007
13. Performance Management Systems , UK Sahu,Excel Books
14. The TaleManagement Hand Book A Berger & Dorothy R.Berger, Tata Mc-Graw Hill

435- Human Resource Management in Service Sector

Course Objective: The objective is to understand the maintaining and improving the service quality and performance in service sectors.

UNIT I :

Concept of Service: Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.

UNIT II :

Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, Identifying customer Groups, Service Process, Classification of Servicing operating systems, Balancing Supply and Demand, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.

UNIT III :

Human Resource Management in Service Organizations: Concept, Functions, Utilization, Development, Environment, Organising HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Managing services across Boundries.

UNIT IV :

Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, other Financial Institutions, Ports and Docks, Managing Salary Levels, Working Conditions, Legal provisions, Unionism, Problems and Chalenges.

UNIT V :

HRM in IT Sector: Software Industry and BPO Sector, Wage Salary Levels, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias, Problems and Challenges.

Suggested Books

1. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., New York.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

