

**AFFILIATED INSTITUTIONS
ANNA UNIVERSITY, CHENNAI
REGULATIONS - 2009**

**MASTER OF BUSINESS ADMINISTRATION (MBA)
II TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS**

SEMESTER – II

Code No.	Course Title	L	T	P	C
BA9221	Operations Management	3	0	0	3
BA9222	Financial Management	3	0	0	3
BA9223	Marketing Management	4	0	0	4
BA9224	Human Resource Management	3	0	0	3
BA9225	Management Information System	3	0	0	3
BA9226	Applied Operations Research for Management	3	1	0	4
BA9227	Business Research Methods	3	0	0	3
BA9228	Business Application Software	0	0	4	2
BA9229	Seminar II	0	0	2	1
Total		22	1	6	26

SUMMER SEMESTER (6 WEEKS)

SUMMER PROJECT

Project report of the Summer Project is to be submitted by the students within 30 days from the commencement of the 3rd semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

SEMESTER – III

Code No.	Course Title	L	T	P	C
BA9209	International Business Management	3	0	0	3
BA9210	Strategic Management	3	0	0	3
	Elective I	3	0	0	3
	Elective II	3	0	0	3
	Elective III	3	0	0	3
	Elective IV	3	0	0	3
	Elective V	3	0	0	3
	Elective VI	3	0	0	3
BA9211	Summer Project Report	0	0	0	2
BA9212	Seminar III	0	0	2	1
Total		24	0	2	27

SEMESTER – IV

Code No.	Course Title	L	T	P	C
BA9230	Project Work	0	0	24	12
Total		0	0	24	12

TOTAL CREDIT : 26+27+12 = 65

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE	COURSE TITLE	L	T	P	C
MARKETING – ELECTIVES					
BA9251	Brand Management	3	0	0	3
BA9252	Retail Management	3	0	0	3
BA9253	Services Marketing	3	0	0	3
BA9254	Advertising & Sales Promotion	3	0	0	3
BA9255	Consumer Behaviour	3	0	0	3
BA9256	Customer Relationship Management	3	0	0	3
FINANCE – ELECTIVES					
BA9257	Security Analysis and Portfolio Management	3	0	0	3
BA9258	Merchant Banking and Financial Services	3	0	0	3
BA9259	International Trade Finance	3	0	0	3
BA9260	Corporate Finance	3	0	0	3
BA9261	Derivatives Management	3	0	0	3
BA9262	Strategic Investment and Financing Decisions	3	0	0	3
HUMAN RESOURCE – ELECTIVES					
BA9263	Managerial Behavior and Effectiveness	3	0	0	3
BA9264	Entrepreneurship Development	3	0	0	3
BA9265	Organizational Theory Design & Development	3	0	0	3
BA9266	Industrial Relations & Labour Welfare	3	0	0	3
BA9267	Labour Legislations	3	0	0	3
BA9268	Strategic Human Resource Management & Development	3	0	0	3
SYSTEMS - ELECTIVES					
BA9269	Database Management System	3	0	0	3
BA9270	E-Commerce Technology and Management	3	0	0	3
BA9271	Enterprise Resources Planning	3	0	0	3
OPERATIONS – ELECTIVES					
BA9272	Supply Chain and Logistics Management	3	0	0	3
BA9273	Product Design	3	0	0	3
BA9274	Services Operations Management	3	0	0	3

NOTE : Three electives from any two among the 5 area of specialization are to be chosen by the Students.

UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT 9

Production Systems – Nature, Importance and organizational function. Characteristics of Modern Production and Operations function. Organisation of Production function. Recent Trends in Production and Operations Management. Role of Operations in Strategic Management. Production and Operations strategy – Elements and Competitive Priorities. Nature of International Operations Management.

UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING 9

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP

UNIT III DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS 9

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Service Operations – Types, Strategies, Scheduling (Multiple resources and cyclical scheduling). Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT 9

Materials Management – Objectives, Planning, Budgeting and Control. Overview of Materials Management Information Systems (MMIS). Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT V PROJECT AND FACILITY PLANNING 9

Project Management – Scheduling Techniques, PERT, CPM, Crashing CPM networks – Simple Problems. Facility Location – Theories, Steps in Selection, Location Models – Simple Problems. Facility Layout – Principles, Types, Planning tools and techniques.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

REFERENCES

1. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
2. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
4. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
5. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.

BA9222

FINANCIAL MANAGEMENT

**LT P C
3 0 0 3**

UNIT I FOUNDATIONS OF FINANCE 9

Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

UNIT II INVESTMENT DECISIONS 9

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

UNIT III FINANCING AND DIVIDEND DECISION 9

Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.

Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

UNIT IV WORKING CAPITAL MANAGEMENT 9

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

UNIT V LONG TERM SOURCES OF FINANCE 9

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TOTAL: 45 PERIODS

TEXT BOOKS

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 5th edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 2007.

REFERENCES

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2008.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 11th edition, Cengage Learning 2008.
4. Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2008.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2008.

BA9223

MARKETING MANAGEMENT

**LT P C
4 0 0 4**

UNIT I INTRODUCTION 12

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10
Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST 12
Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL:45 PERIODS

TEXT BOOKS

1. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.
2. Dessler Human Resource Management, Pearson Education Limited, 2007

REFERENCES

1. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 2007
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2006.
3. Eugence Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2007.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5. Ivancevich, Human Resource Management, McGraw Hill 2002.

**BA9225 MANAGEMENT INFORMATION SYSTEMS LT P C
3 0 0 3**

UNIT I INTRODUCTION 9
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

UNIT II SYSTEMS ANALYSIS AND DESIGN 9
SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

UNIT III INFORMATION SYSTEM 9
Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

UNIT IV SECURITY AND CONTROL 9
Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.

UNIT V NEW IT INITIATIVES 9
e- business, e-governance, ERP, SCM, e-CRM, Datawarehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

TOTAL:45 PERIODS

TEXT BOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.

REFERENCES

1. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2000.
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005.
3. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 2007.
4. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
5. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2002.
6. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
7. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 2007.

**BA9226 APPLIED OPERATIONS RESEARCH FOR MANAGEMENT LT P C
3 1 0 4**

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases.
Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS 12

Transportation Models (Minimising and Maximising Cases) – Balanced and unbalanced cases – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Cases of degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS 9

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH 9

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

TOTAL:45 PERIODS

TEXT BOOKS

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.

BA9228

BUSINESS APPLICATION SOFTWARE

**LT P C
0 0 4 2**

UNIT I OFFICE MANAGEMENT 14

Exercises to familiarize Word, Spreadsheet, Presentation and Web publishing packages – E-Mail – Video Conferencing – Introduction to HTML.

UNIT II FUNCTIONAL MANAGEMENT 16

1. Financial And Accounting Management:
Introduction to accounting packages – exercises on creating, altering and displaying – Ledgers and Vouchers – Inventory management – Payroll – Reports using any one financial accounting package.
2. Operations Management :
Exercises on operational decision making – models using packages - linear programming, assignment models.
3. Project management
Familiarize the project planning, scheduling and tracking with support of the project management packages.

UNIT III SOFTWARE DEVELOPMENT AND INTEGRATION**15**Database:

Exercises on database creation, manipulation and transactions using query languages.

Input and Output Design:

Exercises on I/O design – simulating basic calculator operations using any front end packages.

Integration:

Designing an application and integrating database and front end.

UNIT IV ADVANCED STATISTICAL SOFTWARE**15**

Exercises to use research data and analyze using various statistical methods (learned in statistics management course) using any of the statistical packages.

Introduction and hands on experience with freely downloadable data mining and Business Intelligence packages.

TOTAL:60 PERIODS**REFERENCES**

1. Comdex, Computer and Functional Accounting with Tally 9.0, Dreamtech Press, Vikas Gupta 2008.
2. Sherdian J Coakes, Lyndall Steed, Peta Dizidic, SPSS 13.0 for windows, Wiley India, Delhi 2006.
3. Gary W. Hansen and James V. Hansen, Database Management and Design, Prentice Hall, 2006
4. Robert H. Lawson, Strategic Operations Management, Vikas Publishing House, First Indian Reprint, 2006.
5. Clements and Gido, Effective Project Management, Thomson, 2008.
6. David George and Paul Mallery, SPSS for windows, Step by step- A simple guide and reference, 2008.
7. Carver and Nash, Doing analysis with SPSS Ver 14, Cengage Learning, 2008.
8. Deborah Morley and Charles S Parker, Understanding computers today and tomorrow, 11th edition, Thomson, 2008.

BA9229**SEMINAR II - CONTEMPORARY MANAGEMENT****LT P C
0 0 2 1**

Note: Following Is The List Of Topics Suggested For Preparation And Presentation By Students.

1. Culture and Management.
2. Emotional intelligence and Management.
3. Information systems and Management functions.
4. Internet marketing.
5. Retail Management
6. HR accounting and audit.
7. Reputation management
8. Brand Building and Management.
9. Bench Marking.
10. Six sigma.

TOTAL:30 PERIODS

UNIT I INTRODUCTION**6**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT**11**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT**11**

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages-organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS**11**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT**6**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

UNIT I STRATEGY AND PROCESS**9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE**9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES**8**

Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL:45 PERIODS**TEXT BOOKS**

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition, 2008.

REFERENCES

1. Fred.R.David, Strategic Management and cases, PHI Learning, 2008.
2. Upendra Hachru , Strategic Management concepts & cases , Excel Books, 2006.
3. Adriaun Haberberg and Alison Rieple, Dstrategic Management Theory & Application, Oxford University Press, 2008.
4. Arnoldo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process – A Pragmatic Approach, Pearson Education, Second Edition, 2005.
5. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
6. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001.
7. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
8. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

Note: Following is the list of topics suggested for preparation and presentation by students.

1. Knowledge Systems and Management.
2. Holistic Marketing.
3. Financial Engineering.
4. Integrated Marketing communications.
5. International HR issues.
6. International logistics and Supply Chain Management.
7. Corporate Governance.
8. Economic and Business Intelligence.
9. Cyber Laws.
10. Intellectual property Rights and global business.

TOTAL: 30 PERIODS

MARKETING ELECTIVES

BA9251

BRAND MANAGEMENT

LT P C
3 0 0 3

UNIT I INTRODUCTION

8

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES

10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III BRAND COMMUNICATIONS

8

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions..

UNIT IV BRAND EXTENSION

9

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

10

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage - Role of Brand Managers– Branding challenges & opportunities – Case Studies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Mathew, Brand Management – Text & cases, MacMillan, 2008.
2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.

REFERENCES

1. Tyboust and Kotter, Kellogg on Branding, Wiley, 2008
2. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
3. Paul Tmepoal, Branding in Asia, John Willy, 2000.
4. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
5. Jagdeep Kapoor, Brandex, Biztranza, India, 2005

BA9252

RETAIL MANAGEMENT

**LT P C
3 0 0 3**

UNIT I INTRODUCTION

9

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II RETAIL FORMATS

9

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS

9

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

UNIT IV RETAIL SHOP MANAGEMENT

9

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT V RETAIL SHOPPER BEHAVIOUR

9

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India- Case studies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztranza, India, 2008.

REFERENCES

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Puadham, Retail Management -Text and Cases, Tata McGraw Hill, 2nd Edition, 2008.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Sivakumar, Retail Marketing, Excel Books, First Edition, 2007.
6. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

BA9253

SERVICES MARKETING

**LT P C
3 0 0 3**

UNIT I INTRODUCTION

9

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES

9

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT

9

Service Life Cycle – New service development – Service Blue Printing – GAP's model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT IV SERVICE DELIVERY AND PROMOTION

9

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

9

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services – case studies

TOTAL:45 PERIODS

TEXT BOOKS

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 2004.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. K. Douglas Hoffman et al, Essentials of Service Marketing : Concepts, Strategies and Cases, Thomson Learning, 2nd Edition.
2. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
3. Halen Woodroffe, Services Marketing, McMillan, 2003.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, 2007.
5. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS 9

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT IV INTRODUCTION TO SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V SALES PROMOTION CAMPAIGN 9

Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

REFERENCES

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
3. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
4. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
5. Jaishri Jefhwaney, Advertising Management, Oxford, 2008.

UNIT I INTRODUCTION 9

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II	CONSUMER BEHAVIOR MODELS	9
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.		
UNIT III	INTERNAL INFLUENCES	9
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.		
UNIT IV	EXTERNAL INFLUENCES	9
Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior		
UNIT V	PURCHASE DECISION PROCESS	9
High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.		

TOTAL:45 PERIODS

TEXT BOOKS

1. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza 2008.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCES

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. David L. Louden and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.
3. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
4. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
5. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.

BA9256	CUSTOMER RELATIONSHIPS MANAGEMENT	LT P C
		3 0 0 3

UNIT I	INTRODUCTION	9
Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.		
UNIT II	UNDERSTANDING CUSTOMERS	9
Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.		
UNIT III	CRM STRUCTURES	9
Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.		

UNIT IV CRM PLANNING AND IMPLEMENTATION 9
Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V TRENDS IN CRM 9
e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TOTAL:45 PERIODS

TEXT BOOKS

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008

REFERENCES

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.

FINANCE ELECTIVES

**BA9257 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT LT P C
3 0 0 3**

UNIT I INVESTMENT SETTING 8
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS 10
Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS 9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS 9
Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V PORTFOLIO MANAGEMENT 9
Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning / Pearson Education., New Delhi, 6th edition, 2008.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.

REFERENCES

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008.

**BA9258 MERCHANT BANKING AND FINANCIAL SERVICES LT P C
3 0 0 3**

UNIT I MERCHANT BANKING 5
Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT 12
Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES 10
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES 10
Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT V OTHER FUND BASED FINANCIAL SERVICES 8
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

TOTAL:45 PERIODS

TEXT BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.

REFERENCES

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 1st Edition, 2008.
5. Website of SEBI

BA9259 INTERNATIONAL TRADE FINANCE L T P C
3 0 0 3

UNIT I INTERNATIONAL TRADE 9
International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE 9
Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT III FOREX MANAGEMENT 9
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 9
Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES 9
Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008.
3. Website of Indian Government on EXIM policy

BA9260

CORPORATE FINANCE

**LT P C
3 0 0 3**

UNIT I INDUSTRIAL FINANCE 9

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE 6

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT 12

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION 10

Simulation and financing decision - cash inadequacy and cash insolvency -determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment - financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE 8

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics - Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 8th Edition, 2008
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 11th Edition, 2008.

REFERENCES

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 1st Edition, 2008.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 5th Edition, 2008
3. Smart, Megginson, and Gitman, Corporate Finance, 1st Edition, 2008.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.
5. Website of SEBI

UNIT I INTRODUCTION**10**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II FUTURES CONTRACT**10**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS**10**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV SWAPS**7**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V DERIVATIVES IN INDIA**8**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS**TEXT BOOKS**

1. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.

REFERENCES

1. Stulz, Risk Management and Derivaties, Cengage Learning, 1st Edition, 2008.
2. Varma, Derivaties and Risk Management, 1st Edition, 2008.
3. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2008.
5. Website of NSE, BSE.

BA9262

STRATEGIC INVESTMENT AND FINANCE DECISIONS

**LT P C
3 0 0 3**

UNIT I INVESTMENT DECISIONS

12

Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES

9

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS

9

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS

6

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS

9

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL:45 PERIODS

TEXT BOOKS

1. Prasanna Chandra, Financial Management, 7th Edition, Tata McGraw Hill, 2008.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008

REFERENCES

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi2002.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003.
3. I. M.Pandey, Financial Management , Vikas Publishing House, 2003.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003.
5. Website of IDBI related to project finance

HUMAN RESOURCE ELECTIVES

BA9263

MANAGERIAL BEHAVIOR AND EFFECTIVENESS

**LT P C
3 0 0 3**

UNIT I DEFINING THE MANAGERIAL JOB

8

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT II	DESIGNING THE MANAGERIAL JOB	12
Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.		
UNIT III	THE CONCEPT OF MANAGERIAL EFFECTIVENESS	7
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.		
UNIT IV	ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS	8
Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.		
UNIT V	DEVELOPING THE WINNING EDGE	10
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .		
		TOTAL:45 PERIODS

REFERENCES

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1stedition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

BA9264	ENTREPRENEURSHIP DEVELOPMENT	LT P C
		3 0 0 3

UNIT I	ENTREPRENEURIAL COMPETENCE	6
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.		
UNIT II	ENTREPRENEURIAL ENVIRONMENT	12
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.		

UNIT III BUSINESS PLAN PREPARATION 12

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 10

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching.

UNIT V MANAGEMENT OF SMALL BUSINESS 5

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL:45 PERIODS

TEXT BOOKS

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

REFERENCES

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
2. Prasama Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.C.Jain (ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi, 1999.
4. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.
5. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai - 1997.

**BA9265 ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT LT P C
3 0 0 3**

UNIT I ORGANISATION & ITS ENVIRONMENT 8

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL DESIGN 15

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III	ORGANISATIONAL CULTURE	6
Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.		
UNIT IV	ORGANISATIONAL CHANGE	6
Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.		
UNIT V	ORGANISATION EVOLUTION AND SUSTENANCE	10
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.		

TOTAL: 45 PERIODS

TEXT BOOKS

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 7th Edition 2004.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 7th Edition 2007.

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, South Western Thompson, 2007
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2005.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2007.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2005.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2005.

BA9266 **INDUSTRIAL RELATIONS AND LABOUR WELFARE** **LT P C**
3 0 0 3

UNIT I	INDUSTRIAL RELATIONS	7
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.		
UNIT II	INDUSTRIAL CONFLICTS	12
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		
UNIT III	LABOUR WELFARE	8
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.		

UNIT IV INDUSTRIAL SAFETY**9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR**9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.

REFERENCES

1. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 1st Edition, 2008.
5. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.

BA9267**LABOUR LEGISLATIONS****L T P C
3 0 0 3**

Legal Provision relating to

- a) Wages
- b) Working Conditions and Labour Welfare
- c) Industrial Relations
- d) Social Security

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2

7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

TOTAL: 45 PERIODS

TEXT BOOKS

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.

REFERENCES

- 1 Tax Mann, Labour Laws, 2008.
- 2 D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
- 3 Respective Bare Acts.

BA9268

STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

**L T P C
3 0 0 3**

UNIT I HUMAN RESOURCE DEVELOPMENT

10

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

UNIT II E-HRM

6

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT III CROSS CULTURAL HRM

7

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation etc - Building Multicultural Organisation - International Compensation.

UNIT IV CAREER & COMPETENCY DEVELOPMENT 10

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING 12

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.

REFERENCES

1. Bernadin, Human Resource Management, Tata McGraw Hill, 2006.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
3. Rosemary Harrison, Employee Development – University Press, India Ltd, New Delhi, 2007.
4. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007.
5. Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management , University Press 1st Edition 2008.

SYSTEMS ELECTIVES

**BA9269 DATABASE MANAGEMENT SYSTEM LT P C
3 0 0 3**

UNIT I INTRODUCTION 9

Database and DBMS – characteristics – importance – advantages – evolution - codd rules- database architecture; data organization- file structures and indexing

UNIT II MODELING AND DESIGN FRAME WORK 9

Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

UNIT III DATABASE IMPLEMENTATION 9

Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

UNIT IV DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES 9

Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

UNIT V EMERGING TRENDS**9**

Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,
2. Jeffrey A Hoffer et al, Modern Database Management, 8th Edition, Pearson Education, 2008,

REFERENCES

1. V. K. Jain, Database Management Systems, Dreamtech press, 2007
2. Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008
3. Mark L.Gillenson & el, Introduction database management, Wiley India Pvt. Ltd, 2008
4. Peter Rob and Carlos Coronel, Database systems- Design, Implementation and Management, Thomson Course technology, 2008
5. Hector Garcia -Molica et al, Database Systems – The complete book, Pearson Education, 2008

BA9270**E - COMMERCE TECHNOLOGY AND MANAGEMENT****LT P C
3 0 0 3****UNIT I INTRODUCTION TO E-COMMERCE****8**

Electronic commerce and physical commerce - Economic forces – advantages – myths - business models.

UNIT II TECHNOLOGY INFRASTRUCTURE**10**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS**10**

Consumer oriented ecommerce –etailing and models - Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government, EDI on the internet, SCM; Web Auctions, Virtual communities and Web portals

UNIT IV ECOMMERCE PAYMENTS AND SECURITY**9**

E payments - Characteristics of payment of systems, protocols, E-cash, E- check and Micro payment systems.

UNIT V LEGAL AND PRIVACY ISSUES IN E- COMMERCE**8**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws , contracts and warranties . Taxation and encryption policies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
2. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007

REFERENCES

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2008.
2. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008
3. Efraim Turban et al, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2006.
4. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004

BA9271

ENTERPRISE RESOURCE PLANNING

**LT P C
3 0 0 3**

UNIT I INTRODUCTION

8

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems - Case studies.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

10

Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management etc. -Case studies.

UNIT III ERP IMPLEMENTATION

10

Planning Evaluation and selection of ERP systems-Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees-Case studies.

UNIT IV POST IMPLEMENTATION

8

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation -case studies.

UNIT V EMERGING TRENDS ON ERP

9

Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

TOTAL:45 PERIODS

TEXT BOOK

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.

REFERENCES

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
5. Summer, ERP, Pearson Education, 2008.

OPERATIONS ELECTIVE

BA9272 **SUPPLY CHAIN AND LOGISTICS MANAGEMENT** **LTP C**
3 0 0 3

UNIT I INTRODUCTION 9
Defining Supply Chain management and logistics management. Evolution. Supply Chain – Fundamentals, , and Importance. Supply chain strategy, Enablers/ Drivers of Supply Chain Performance. Supply Chain relationships

UNIT II LOGISTICS MANAGEMENT 9
Logistics – functions, objectives, solution. Customer Service. Warehousing and Material Storage, Material Handling, Transportation and Packaging – 3PL and 4PL.

UNIT III NETWORK DESIGN 9
Distribution Network Design – Role, Factors Influencing, Options, Value Additions. Models for Facility Location and Capacity allocation. Impact of uncertainty on Network Design. Network Design decisions using Decision trees.

UNIT IV SOURCING AND INVENTORY MANAGEMENT 9
Sourcing – Make vs buy decision, Creating World Class Supply base, World Wide Sourcing Inventory Management – managing cycle inventory, safety inventory. Value of information, Bullwhip effect, Coordination in supply chain, Analysing impact of supply chain redesign on the inventory

UNIT V CURRENT TRENDS 9
E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework. E-Supply Chains, E – Logistics- eSRM, eLRM, eSCM, Agile Supply Chains. Reverse Logistics, Global Logistics.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process” Tata McGraw Hill, 2000
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, Prentice Hall, 2007.

REFERENCES

1. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, "Supply Chain Logistics Management", Tata McGraw Hill, 2008
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, "Principles of Supply Chain Management- A Balanced Approach", South-Western, Cengage Learning 2005
4. Naraya Rangaraj, G. Raghuram, Mandyam M. Srinivasan, "Supply Chain Management for Competitive Advantage – Concepts and Cases", Tata McGraw Hill, 2009
5. R.P. Mohanty and S.G. Deshmukh, " Supply Chain Management", Biztantra, 2005

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PRODUCT DESIGN

**LT P C
3 0 0 3**

UNIT I INTRODUCTION

9

Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Stage-gate model - New Service Development Process

UNIT II PRODUCT PLANNING

9

Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Brain Storming,

UNIT III PRODUCT CONCEPT

9

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS

9

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Collaborative Product development- Product development economics.

UNIT V PATENTS

9

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TOTAL: 45 PERIODS

TEXT BOOK

1. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

REFERENCES

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
4. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.
5. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.

UNIT I INTRODUCTION**9**

Importance and role of Services -Nature of services -Service classification Service Package Service Strategy -Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN**9**

New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Front-office Back-office Interface - Service scape – Implication for Service Design

UNIT III SERVICE QUALITY**9**

Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.

UNIT IV OPERATING SERVICES**9**

Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location -Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.

UNIT V TOOLS AND TECHNIQUES**9**

Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling -Productivity and Performance measurement - Data Envelopment Analysis (DEA) -Scoring System – Method for customer selection.

TOTAL:45 PERIODS**TEXT BOOKS**

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

REFERENCES

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.