

I – SEMESTER

101: BUSINESS ENVIRONMENT AND LAWS

Unit-I: Introduction to Business Environment

Definition – Characteristics of Business – Objectives of Business – Components of Business Environment.

Unit-II: Economic Environment of Business

Nature of Economy – Economic System – Economic Environment Factors – New Economic policy – Industrial Policy – Monetary and Fiscal Policy – Money and Capital Markets – EXIM Policy.

Unit-III: Business Ethics and Corporate Governance

Nature of Ethics - Ethical Dilemmas – Significances of Ethics Ethical Climate – Ethical Climate – Ethical Decision Making – Role of Ethics in Business – Corporate Governance – Code of Conduct for Corporate Governance – Role of Board of Directors in Corporate Governance - Corporate Governance in India.

Unit-IV: Law of contracts

Object and scope – Essential elements of contract – Quasi contracts – Performance of Contracts - Termination or discharge of contracts – Special contracts.

Unit-V: Sale of Goods Act 1930

Definitions – Conditions & Warranties – Transfer of ownership – Performance of contracts of sale – unpaid seller and his rights – Auction sales and Negotiate Instruments Act 1881 – Bills of exchange, promissory Notes and cheques.

Unit-VI: Companies Act 1956

Meaning and nature of company – Classification of companies – formation of a company - Memorandum of Association – Articles of Association – Prospectus – Public deposits, Shares and Share capital – Raising of Capital and issue of shares – Allotment of shares – Share certificates and share warrants – call, forfeiture, lien, surrender and transfer of share – Borrowings and investments – Meetings, accounts, audit and dividends – Management of company – Winding up and dissolution of companies.

Reference Books:

1. K. Aswarthappa, “**Essentials of Business Environment**” 10th Edition, Revised and Enlarged Edition, Himalaya Publishing House, Mumbai, 2008.
2. Shaikh Saleem, “**Business Environment**” Dooling Kindersley (India) Pvt Ltd, New Delhi, 2009.
3. Francis Cherunilam, “**Business Environment**”, Himalaya publishing House, Mumbai.
4. Mishra and Puri, Indian Economy, Himalaya Publishing house, Mumbai, 2000.
5. Trivedi T.V. and Jatana, **Economic Environment in India**, Jaipur University Book House, 2004.
6. Gulsham SS & Kapoor G.K. “**Business Law including Company Law**”, New Age International Publishers, New Delhi.
7. Arun Kumar Sen, “**Commercial & Industrial Law**”.
8. N.D. Kapoor, “**Introduction to Commercial & Industrial Law**”.



102: MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Unit-I: Introduction Management – definition types of managers, managerial roles and functions, Administrations Vs Management, External environment – Managing for competitive advantage – the challenges of Management, change agents.

Unit-II: Perspectives on Management: Scientific Management (Fredrick W. Taylor, Frank and Lillian Gilbreth), Human Relations (Elton Mayo, Douglas Mc Gregor's Theory X and Theory Y, William Ouchi's Theory Z), the systems Approach, the Contingency Approach.

Unit-III: Process of Management Objectives, Steps in planning, the planning process – Nature of organizing organization level and span of management – Organizational design and structure Directing and Controlling – Model of Decision Making – MBO – process and concepts.

Unit-IV: Individual Behaviour – Perception – Perceptual process – Impression management – Personality development – Socialization – Attitude - Process – Formation – Positive attitude - change - Learning – learning organizations – Reinforcement Motivation - process – Motives – Theories of Motivation.

Unit-V: Group Dynamics – Groups – Group formation – formal and informal – Theories; Conflicts – Intraindividual – interpersonal – Intergroup – Role conflict – Implications of conflict, Stress – causes and effects – coping strategies of stress.

Unit-VI: Influencing relations – Communications – Verbal and non – verbal, Barriers – effective communication; feedback – Transactional analysis – Johari Window; Leadership – Process – theories – Styles of leadership – Leader manager continuum – Transformational – Transactional leaders.

Reference Books:

1. Robins, Stephen. P. "Fundamentals of Management", 6th edition, Pearson, India.
2. Kootz and O'Donnel, "Essentials of Management", Tata Mc Graw Hill Publishing Co., New Delhi.
3. Fred Luthans, "Organizational Behaviour", Tata McGraw Hill Publishing Co., New Delhi.
4. Keith Davis, "Human Behaviour at work", Tata McGraw Hill Publishing Co., New Delhi.
5. Subba Rao. P. "Organizational Behaviour" Himalaya Publications, Mumbai.
6. Aswarthappa, "Organizational Behaviour", Himalaya Publishing House, Mumbai.



103: ECONOMICS FOR MANAGEMENT

Unit-I: Nature and scope of managerial economics-Economic theory and managerial Economics- Managerial Economist-Role and Responsibilities.

Unit-II: Demand Analysis and Forecasting: Theory of Demand- Elasticity of Demand - Demand Forecasting

Unit-III: Cost Analysis: Concept of Cost-Elements of Cost-Marginal, Incremental, Opportunity Costs-Break even Analysis for Decision Making.

Unit-IV: Production analysis: Output and long run analysis, Long Run Costs, Production Function, Size and scale of operation.

Unit-V: Price and output decisions under different market structures: Pure and Perfect competition and imperfect competitions like Monopoly-oligopoly- Monopolistic competition.

Unit-VI: National Income Analysis: Meaning and definition of National Income- concepts of National income-Measurement of national income-Relation of GNP,NI,PI. and Savings-Significance of NI estimates- Difficulties in the estimation of national Income.

Reference Books:

1. S.P.Mehata "Managing Economics"- Sultan chand and sons,New Delhi
1. R.L.Varshney, K.L.Maheshwari "Managing Economics-Sultan Chand & Sons, New Delhi
2. D.M. Mithani "Managerial Economics"-Himalaya publishing House
3. V.L Mote, Samuel Paul. "Managing Economics"-Concepts and cases, McGraw Hill, New Delhi,.
4. Joel Dean. "Managing Economics"-Prentice Hall, New Delhi



104: ACCOUNTING FOR MANAGEMENT

Unit-I: Accounting and Management: Importance of Accounting in management decision making – Accounting Systems – Accounting Conventions and Concepts – principles of Accounting – Scope of Accounting.

Unit-II: Fundamentals of double Entry System – Definition – Conceptions of Debit, Credit and Journals Entry – Preparation of Journal and Ledger – Balancing of accounts and Trial balance.

Unit-III: Financial Statements – Adjustment and closing of accounts – Depreciation and valuation of inventory – Concept of Capital and Revenue Expenditure – Preparation of manufacturing and Trading Account, Profit and Loss Account and Balance sheet.

Unit-IV: Introducing to Cost Accounting – Elements of Cost – Relationship of Cost and Financial Accounting – Methods and Techniques of Cost – Accounting.

Unit-V: Marginal Costing – Classification of Costs – Profit Volume Ratio – Breakeven analysis – Its use in Managerial Decisions.

Unit-VI: Standard Costing and Variance Analysis – Budgetary Control – Responsibility Accounting – Human Resource Accounting – Inflation Accounting.

Reference Books:

1. Hrishikesh Chakraborty, “*Advanced Accounting*”, Oxford University Press, New Delhi.
2. Agarwal SP and Jain PC, “*Advanced Financial Accounting*”, Wiley Eastern Co. New Delhi.
3. S.N. Maheswari, “*Management Accounting*”.
4. Hingorani & Grewal, “*Management Accounting*”.
5. Prasanna Chandra, “*Manager’s Guide to Accounting and Finance*”.



105: MATHEMATICS FOR MANAGEMENT

Unit-I

Set Theory: Sets and set membership – Subsets sets equality – set operations-Fundamental laws of set operation – set construction – Cartesian product- special topics on sets- symmetric differences of two sets – partition of sets. Matrices: Operations on matrices – determinant of square matrix – Inverse of a matrix – Matrix inversion method – Cramer's rule.

Unit-II

Limits and continuity-Limits of function- Continuous functions- Limits of sequence-Exponential function-Logarithms functions, Differentiation and Derivatives: Derivative-Basic laws of derivative-Derivatives of some important functions-Higher order derivatives - Calculation of certain limits through derivatives-Marginal profit - Elasticity of demand with respect to price. Maxima and minima functions: Maxima and minima-A first derivatives test – A second derivatives test – some cases where derivative method cannot be used – Applications to optional advertising expenditure and consumer's surplus.

Unit-III

Integral: Integral of a function – Integration by parts – Applications of integral (learning curve, consumer's surplus and product surplus).

Unit-IV

Measurement of central tendency – Dispersion, coefficient of variation, skewness and kurtosis

Unit-V

Correlation analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of correlation, Karl pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial correlation. Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients. Time series Analysis-Components, Models of Time series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, semi averages, moving averages, Least square methods.

Unit-VI

Basic concept of probability :Probability – definitions of probability – Samples spaces- events definition of probability and rules of probability – Conditional probability – Addition and multiplication theorems- Baye's theorem with applications-Independent events – Bernoulli Trials – Binomial – Poisson distributions.

Reference books:

1. M.Raghavachari "An introduction to Mathematics for management", Tata McGraw Hill Co., New Delhi.
2. Louis Swift, "Mathematics and statistics for Business Management and Finance". Macmillan press, London, 1997.
3. Holden, K and Pearson A.W. "Introductory Mathematics for Economics and Business", Macmillan press, London, 1992.
4. Stafford LWT, "Business Mathematics", ELBS, London, 1914.
5. Srivastava.T.N and Shailaja Rego "Statistics for Management," Tata McGraw Hill Co., New Delhi.
6. Richard I. Levin and David S. Rubin "Statistics for Management," Prentice –Hall of India Private limited Co., New Delhi.



106: BUSINESS COMMUNICATION

Unit-I: Human Communication

1. Introduction to Communication – Definition – Nature and Significance – Some facts and myths about Communication – Process of Communication – Shannon and Weaver model - Feedback.
2. Barriers to Communication – Physical, Psychological, interpersonal and Organizational Barriers - Overcoming Barriers.

Unit-II: Interpersonal Communication

1. Meaning, Significance in Business Organizations – Transactional Analysis – Leadership Styles – Effects on Interpersonal Communication – Developing Dyadic Vs Small Group Communication.

Unit-III: Verbal Communication

1. Oral Communication – Public Speech - Elements of good speech and speech composition – Other Forms - Meetings, Conferences, Seminars, Panel Discussions.
2. Written Communication – Writing for effect – essential - Pre – writing, Writing and Rewriting – Other forms: Business Letters, Reports, Memos and E-mails.

Unit-IV: Non – Verbal Communication

1. Non – Verbal Communication – Meaning, Functions and Scope – Non-Verbal Cues.

Unit-V: Communication for Organizational Effectiveness

1. Visual and Audio Systems – Use in Organizational – Information Technology – Use of Internet.
2. Communication with Global Audience – Multinational Workforce – Improving Inter Cultural Sensitivity.
3. Media Communication – Significance to Business – Mass Media – Public Relations.

Unit-VI: Communication for Personal Effectiveness.

1. Interviews – Conducting and Faring in job Interviews.
2. Constructive Listening – Listening is as important – Listening for effective speaking.
3. Business Etiquette – Etiquette across cultures – Telephone, Meetings, Dining and E-mail Etiquette.

Reference Books:

1. Lesikar & Flatley, Basic 'Business Communication', Tata Mc Graw Hill.
2. Kitty O' Locker & Stephen Kyo Kaezmarek, Business Communication, Mc Graw Hill Companies.
3. Penrose/Rasberry/Myers, Business Communication for Managers, Cengage Learning.
4. Herts A. Murphy, Herbert W. Hilderbrandt & Jane P. Thomas, Effective Business Communication. The Mc Graw Hill Companies.
5. Krizan, Merrier, Logan, Williams Effective Business Communication, Cengage Learning.



107: INFORMATION TECHNOLOGY AND LAB

- Unit-I** : Evolution Computers – Generations – Characteristics of computers– Applications of Computers in Management – I/O devices – system software - Applications software – Computer Networks – Internet – e – mail management – Computer Viruses - E-Commerce – E-Business.
- Unit-II** : MS word – Creation of Document – Format Document – Text editing and saving organizing data / information with tables and outlines – Mail merge – publishing document on web –MS Excel, Creation and editing; worksheets – cell formatting – creating and using formulas and functions – macro – sorting – working with graphs and charts.
- Unit-III** : MS – power point : Creation of Slides – use of templates and slide designs for creating power point slides – drawing and graphics MS-Access Create databases – tables – relationships – create forms to enter data – Filter data – Use of queries in data manipulation – generating reports, Developing a professional presentation on Business plans – Institutions, products – people etc.
- Unit-IV** : Overview of C – Importance of C-Structure of C-program – C-Token identifies – Constraints – Data types – operators and expressions – Control Structures – Decision Making and Branching – looping.
- Unit-V** : Introduction to Arrays – One dimensional arrays – Two dimensional arrays - Multidimensional array – Strings – Character Strings – String handling functions.
- Unit-VI** : Introduction to functions – User defined functions – calling functions – types of functions – recursion – structures and unions – structure initialization – comparison of structure variables – array of structures – array within structures – Unions - size of structure.

Reference Books:

1. Introduction to Computers and Communications, Six Editions – Tata McGraw Hill.
2. Introduction to Information Technology, V. Rajarama, Prentice Hall India.
3. 2007 Microsoft Office System Step – by – Step, Coxetall, First Edition, PHI, 2007.
4. Microsoft Soft Excel, 2007 Data Analysis and Business Modeling, Winston, First Edition, PHI, 2007.
5. Data base Management System, ISP & Tata McGraw Hill, 2009.
6. Programming in ANSLC &E Balaguruswamy, Tata McGraw Hill.



III SEMESTER

301: INTERNATIONAL BUSINESS

Unit-I:

International Business – Importance and Scope of International Business – Evolution of International Business – Theories of International Business.

Unit-II:

International Business Environment – Introduction – Social and Cultural environment. Technological environment, Economic environment, Political environment.

Unit-III:

Trading Blocks – NAFTA, APEC, ASEAN, EU, SAARC, etc.

Unit-IV:

Globalization and World Trade organization – GATT, Uruguay round and Dunkel Proposals, Establishment of WTO, TRIPS, organizational structures of WTO, Anti Dumping measures, Ministerial Conferences, India Vs WTO.

Unit-V: International Strategic Management Process, mission, goals and objectives of strategy formulation and evaluation and control.

Unit-VI:

Entering international market, Business ethics in International Business.

Reference Books:

1. Subba Rao. P. "*International Business*", Himalaya Publishing House, Mumbai, 2000.
2. Edgar P. Hibbert: "*International Business – Strategy and Operations*", Mc Millan Ltd.
3. Shiva Ramu. S, "*International Business*", Anmol Publications.
4. Don Ball & Vendell Mawloch "*International Business – The Challenge of Global Competition*"



302: BUSINESS LOGISTICS / SUPPLY CHAIN MANAGEMENT

Unit-I: Building a Strategic Framework to Analyze Supply Chains

- Understanding the supply Chain – Decision Phases, Process, Significance and examples.
- Supply Chain Performance: Achieving Strategic Fit and Scope – Competitive Strategies, Strategic Fit, Strategic Scope.
- Supply Chain drivers and Obstacles – Drivers, Framework, Facilities, Inventory, Transportation, Information, and Obstacles.

Unit-II: Designing the Supply Chain Network

- Designing Distribution Networks and applications to e-Business – Distribution and Supply Chain, Factors, Designing options, Value, Practices.
- Network Design in the Supply Chain – Role, Factors, Framework, Models for facility & Capacity, Design in Practice.
- Designing Global Supply Chain Networks

Unit-III: Planning Demand and Supply in a Supply Chain

- Demand Forecasting in a Supply Chain – Role, Characteristics, Components, Approach, Time Series, Measuring Error
- Aggregate Planning in a Supply Chain – Role, Problem, Strategies, Linear Programming, Excel, Practice.
- Planning Supply and Demand in a Supply Chain – Responding, Managing Demand & Supply, Implementing Solutions.

Unit-IV: Planning and Managing Inventories in a Supply Chain

- Managing Economics of Scales in a Supply Chain: Cycle Inventory – Role, Economies of scale, Short Term Discounting, Multi Echelon Cycle Inventory, Estimating Costs.
- Managing Uncertainty in a supply Chain: Safety Inventory – Role, Determining Safety Inventory, Impact of Supply, Aggregation, Replenishment Policies, Managing, Estimating.
- Determining the Optimal Level of Product Availability – Significance, Factors, Managerial Levels, Contracts, Optimal Levels.

Unit-V: Sourcing, Transporting and Pricing Products

- Sourcing Decisions in a Supply Chain – Role, Scoring & Assessment, Selection, Designing Collaboration, Procurement Process, Planning & Analysis, Practice.
- Transportation in the Supply Chain – Role, Factors, Models & Performance, Design options, Trade Offs, Tailored Transportation, Routing & Scheduling, Decisions in Practice.
- Pricing and Revenue Management in the Supply Chain – Role, Revenue Management for Multiple customer segments, Perishable assets, Seasonal demand, and Practice

Unit-VI: Coordination and Technology in the Supply Chain

- Coordinating in a Supply Chain – Effect of Coordination & Bullwhip effect, Lack of Coordination, Obstacles, Achieving Coordination, Building Strategic Partnership & Trust, Coordination
- Information Technology and the Supply Chain – Role, Framework, CRM, Internal SCM, Supplier Relationship Management, Transaction Management, Future, Practice.
- e-Business and the Supply Chain – Role, Framework, B2B addition, Practice.

Reference Books

1. Supply Chain Management : Sunil Chopra, 2e, Pearson Education
2. Business Logistics/Supply Chain Management, Ronald H. Ballou, Samir K. Srivastava, 5e, Pearson Education
3. Business Logistics Management- R.H.Ballou
4. Logistics Management and world Sea Borne Trade- K.. Muthaiah, Himalaya Publishing House Ltd.
5. Supply Chain Management- Sunil Chopra, Prentice Hall Publication.
6. Logistics and Supply Chain Management- Raghoramay, MacMilan India Ltd.



303: ENTERPRISES RESOURCE PLANNING

Unit-I: Foundation for Understanding ERP

The Emergence of ERP Systems – Business Benefits of ERP – ERP Models – ERP Design Alternatives – The challenge of implementing an ERP System.

Re-engineering and ERP: Background Business Process Re-engineering – Process Modeling – Making Re-engineering Work – How Information Technology Facilitates ERP – The Emergence of Process Enterprises.

ERP - Planning, Design, and Implementation - Traditional Systems Development – New Approaches to Systems Development – The ERP Systems Development Process – ERP Implementation Steps.

Unit-II: ERP - Sales and Marketing

Sales and Distribution – Credit – Customer Service and Repair – Sales and Marketing Processes – Management Control Processes in Sales and Marketing – Sales and Marketing Modules in ERP Systems – ERP and Customers Relationship Management – Integration of Sales and distribution with other Modules.

Unit-III: ERP - Accounting and Finance

Accounting and finance processes – Management Control Processes in Accounting – Accounting and Finance Modules in ERP systems – The new Role for Management Accounting.

Unit-IV: ERP Systems; Production and Materials Management

Production Planning and Manufacturing Processes – Management Control Processes in Production and Manufacturing – Production Planning and Manufacturing Modules in ERP Systems – Materials Management Modules in ERP Systems – The future of ERP in Manufacturing and supply chain.

Unit-V: ERP Systems: Human Resources

Human Resource Management Processes – Human Resource Information System – Human Resources Modules in ERP Systems – Integration of HR Modules with other Modules.

Unit-VI: Managing an ERP Project

What Research Shows about ERP Project – Implementation Success – Causes of Information System Project Failures – Risk Factors in Information Systems Projects – Risks in Implementing an ERP system – Managing large scale ERP projects – Project Related Factors – Additional Factors.

Reference Books:

1. Mary Sumner, Enterprises Resources Planning, Pearson Education.
2. Hannes Michel and Jamts Chamby Reengineering the Corporation, 1997.
3. Leon, Alexix count down 2000, Tata McGraw.
4. Ptak, Carol A&Eli Schragenheim ERP, St. Lucie Press, NY, 2000.



HUMAN RESOURCE GROUP

311: HUMAN RESOURCE DEVELOPMENT

- Unit-I : Definition and Evolution of Human Resource Development** – Basic principles and assumptions – Philosophy and approaches to HRD – differences and interface of HRD with Personnel Management and Human Resource Management.
- Unit-II : HRD Strategic Interventions:** Human Resources Planning and Selection – Training & Development – Appraisal and Counseling – Career Planning and Development – Organisational Development – Organisational Socialization – Quality of Work Life – Quality Circles.
- Unit-III : Learning and HRD** -□ Learning principles - maximizing learning - Individual differences in learning process - Learning strategies and styles - Recent developments in instructional and cognitive psychology
- Unit-IV : Framework of HRD: Assessing HRD needs and Designing HRD Program:** Assessing HRD needs-Organisational analysis, Task analysis, person analysis, Prioritizing HRD needs. Designing Effective HRD programs- Defining objectives of HRD intervention, The “Make vs. Buy Decision”, selecting the trainer, preparing a lesson plan, selecting training methods, preparing Training materials, scheduling HRD program.
- Unit-V : Framework of HRD: Implementation and Evaluation of HRD program:** Implementing HRD program -Methods of training, program implementation. Evaluating HRD programs-Purpose of evaluation, Models of Evaluation, data collection methods, research design for HRD program evaluation.
- Unit-VI : Human Resource Accounting and Audit** – HRD Audit and Hr Accounting - HRD Audit: Interview , observation, Questionnaires - □HRD Score Card - □Writing the HRD Audit Report - □Designing & Using HRD Audit for Business Improvement

Reference Books:

1. T.V. Rao, “Performance Management and Appraisal systems”, Response Books, New Delhi-2007.
2. Neal E Chalofsky, Carlene Reinhart, “Effective Human Resource Development”, Jossey Bass Publishers, San Francisco, 1988.
3. Jon M. Werner, Randy L.Desimone, “Human resource Development”, 4th Edition, Thomson Learning, New Delhi-2006.
4. Tripathi PC, “Human Resource Development”, Sultan Chand & Co., New Delhi, 2001.
5. Srinivas Kandula, “Human Resource Development – Cases, Text & Games”, Prentice Hall of India, New Delhi- 2006



312: PERFORMAMCE MANAGEMENT

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

Reference Books:

1. G.K. Suri, C.S. Venkataratnam, N.K. Gupta, 2004, "Performance Measurement" – Excel Books Pvt. Ltd.
2. Dinesh K Srinivastava, 2005, "Strategies for Performance Management" – Excel books.
3. T.V.Rao, 2006, "Performance Management and Appraisal Systems" – Response Books.
4. Richard S Williams, 2006, "Managing Employee Performance" – Thomson Publishers.
5. Agwnis, 2006, "Performance Management" – Pearson Education, New Delhi.
6. Prem Chadha, 2006, Performance Management – Macmillan India Ltd.
7. T.V. Rao et al. (Ed.) 2006, "360 Degrees Feedback and Performance Management System" (Volumes One, Two and Three), Excel Books.



313: ORGANIZATION DEVELOPMENT

Unit-I: Organization Development (OD) – History of OD – Importance and Need for OD – Values and Assumptions - Foundation of OD – Managing the OD Process – Action Research and OD.

Unit-II: OD Interventions – Team interventions – Intergroup and Third Party Peace Making Intervention – Comprehensive Interventions – Structural Interventions – Training Experiences.

Unit-III: Key Considerations and Issues – Issues in Consultation – Client Relationships – System ramifications – Power, Politics and OD – Research in OD – The future and of OD.

Unit-IV: Organization Change (OC) – Evolution, concept and Important Types of Changes – Planned OC – Techniques and Methods.

Unit-V: OC and Consultation process – process and Techniques of Consultations - Role of consultant – Change Process – Meaning and the Role.

Unit-VI: Dynamics of Resistance to Change – Meaning of Resistance – Implementation of change, Methods and Techniques of overcoming Resistance – Problems in Implementing Change.

Reference Books:

1. French and Bell, “*Organization Development*”, Prentice Hall of India, New Delhi.
2. Fred Luthans, “*Organizational Behaviour*” Tata McGraw Co., New Delhi.
3. Keith Davis, “*Human Behaviour at work*”, Tata McGraw Hill Publishing Co, New Delhi.
4. Warren Bennis, “*Changing Organizations*”, Tata McGraw Hill Book Company, New York. 1986.
5. Chakraborty S.K., “*Foundations of Managerial Work – Contributions from Indian thought*”, Himalaya Publishing House, Mumbai, 1989.
6. Martel I. “*Marketing Changes*”, New American Library, New Delhi, 1986.



314: COMPENSATION MANAGEMENT

- Unit-I : Introduction to Compensation Management:** Exploring and defining the compensation context – Compensation and Organization Strategy – Integrating Knowledge and Skill Requirements – Organization for Compensation – Employee Income Lifestyle – Compensation Pay – Social Class – Strategic analysis and Contextual Influence on Compensation Practices – Compensation Professionals Goals – Stake Holders of Compensation System.
- Unit-II : Compensation and Employee Behaviour:** Bases for Traditional Pay System and Modern Pay System – Establishing Pay Plans – aligning Compensation Strategy with HR Strategy and Business Strategy – Seniority and Longevity pay – Linking Merit Pay with Competitive Strategy – Incentive Pay – Person focus to Pay – Team Based Pay.
- Unit-III : WAGES & SALARY DETERMINATION:** Difference between salary & wages; basis for compensation fixation; preparation of pay role.
- Unit-IV : Designing Compensation System:** Building internally consistent Compensation System – Creating Internal Equity through Job Analysis and Job Valuation – Building Market Competitive Compensation System – Compensation Surveys – Integrating Internal Job Structure with External Market Pay Rates – Building Pay Structures that Recognize Individual Contributions – Constructing a Pay Structure – Designing Pay for Knowledge Program.
- Unit-V : Employee Benefits Management:** Components – Legally required benefits – Benefits Administration – Employee Benefits and Employee Services – Funding Benefits through VEBA – Costing the Benefits – Components of Discretionary Core Fringe Compensation – Designing and Planning Benefit Program – Totally Integrated Employee Benefit program.
- Unit-VI : Contemporary Strategic Compensation Challenges:** International Compensation and Competitive Strategies – Executive Compensation Packages – Compensating Executives – Compensation the Flexible Workforce – Contingent Employees and Flexible Work Schedules – Compensation for Expatriates and Repatriates – Strategic Issues and Choices in Using Contingent and Flexible Workers.

Reference Books:

1. Milkovich & Newman, 2005, "Compensation", Tata McGraw Hill, New Delhi.
2. Matthew J. DeLuca, Hand Book of Compensation Management, Prentice Hall.
3. Bhatia, Kanchan, "Compensation Management", Himalaya Publishing House, Mumbai.
4. Richard I. Anderson, "Compensation Management in a Knowledge based world", 10th edition; Pearson Education
5. Er Soni Shyam Singh; "Compensation Management", Excel Books.
6. BD Singh, "Compensation & Reward Management", Excel Books



MARKETING GROUP

321: CONSUMER BEHAVIOUR

Unit-I : Consumer Behaviour – Meaning – Need for studying Consumer Behaviour – Problems in buyer behaviour study – social science and buyer behaviour – buyer behaviour models – buying motives, buying habits and buying process.

Unit-II: Factors influencing consumer behaviour – social, economic, psychographic, individual influence, group influence - influence of Religion – Culture, language, status etc.

Unit-III: Individual influencing factors – product perception, learning attitude personality.

Unit-IV: Social and cultural settings: Reference groups, family, social class, influence of culture, sub-cultural and cross – cultural aspects.

Unit-V: Consumer Decision making process, Personal influence and opinion leadership process, Diffusion of innovations, consumer Decision Making Process – New Product purchase, repeat purchase – consumer spatial behaviour – consumption analysis – product usage rates – expenditure pattern.

Unit-VI: Consumer Protection.

Reference Books:

1. Leon G. Schiffman & Lestic Lazer Karnuk, “*Consumer Behaviour*” Prentice Hall of India.
2. John C. Mowell, Maswell Macmillan “*Consumer Behaviour*” – International Edition.
3. Fred D. Reynolds & William D. Wells, “*Consumer Behaviour*”.
4. Engel J. F. and Balciwell R.D. Dryden, “*Consumer Behaviour*”, Press London.
5. Peter D. Bennett and Harold H. Kassargian, “*Consumer Behaviour*”, Prentice Hall of India, New Delhi.
6. S.C. Mehta, “*Indian Consumer*”.
7. Suja R. Nair, “*Consumer Behaviour (Text & Cases)*”.



322: DROUGHT MANAGEMENT AND AGRICULTURAL MARKETING

Unit-I: Concept of drought, classification of drought, drought prone areas of India. The economy of drought - prone regions – unstable agricultural, low level of income, employment and Expectations. Low level of income, low levels of scale – operations, efficiency of business commerce trade and industry.

Unit-II: Drought management practices – Traditional practices of drought management. Modern techniques of drought management cropping pattern irrigation management, insurance system.

Unit-III: Factors conducive to initiation and promotion of appropriation Management techniques, Designs, packages, case studies – Evaluation and Appraisal of these techniques as management instruments.

Unit-IV: Strategies for the development of drought prone areas: Individual strategies and institutional strategies.

Unit-V: Agricultural input marketing: Special features of agricultural input marketing Environment of seed, Fertilizer, pesticides, tractor and other Farm machinery; Management of distribution channel new product identification and introduction market planning; Sales force management of input marketing, managing product life cycle.

Unit-VI: Agricultural output marketing: Marketing principles and practices; Marketing channels decision – marketing on procumbent of raw materials; processing, Inventory Management, product – promotion, advertising; Vertical integration, Price and Development marketing strategy for selected commodities.

Reference Books:

1. Reddy NBK, “Drought prone areas of India”, S.V. University Press, Tirupati. India.
2. “Report of the National Commission on Agriculture – Part IV, Resource Development:” Ministry of Agriculture and Irrigation, Government of India, New Delhi.
3. “Report of the National Commission on Irrigation”, Ministry of Agriculture and Irrigation, Government of India, New Delhi.
4. Anil Agarwal & Sunita Narain, “Dying Wisdom”, Centre for Science and Environment, Tughlakabad, New Delhi.



323: PRODUCT AND BRAND MANAGEMENT

Unit-I: Classification of products, product – Mix, product – Line, Product Strategies – product positioning strategies – product Planning and development for existing products – Stages in the new product development

Unit-II: Understanding Indian Marketing Environment - Management of Product Life cycle, product innovation –

Unit-III: Brand extension – Brand Re-launching and repositioning strategies

Unit-IV: Branding decisions - Packaging Management - Brand failures

Unit-V: Brand Valuation Methods - Brand Ambassadors

Unit-VI: Brand Placement – Brand loyalty – Brand Image, Brand building & Brand personality.

Reference Books:

1. Product and Brand Management – *Prof. K. Venugopala Rao, Himalaya Publishing House.*
2. Brand Management – *Chunnawala, Himalaya Publishing House.*
3. Product Management - *Ramanuj Majumdar, Prentice Hall of India.*



324: INDUSTRIAL MARKETING

Unit-I: Introduction to Industrial Marketing: Nature and Characteristics of the Industrial Marketing – Industrial and Consumer Markets – Assessment of Demand for Industrial Products – Industrial Marketing Strategy.

Unit-II: Industrial buyer behaviour: Buyer Characteristics – The Buying Process – Value and Vendor Analysis.

Unit-III: Evaluating marketing environment: Understanding the environment – Customer and Competitions

Unit-IV: Segmenting Industrial Markets – Assessing Industrial Markets.

Unit-V: Managing marketing for Industrial products: Industrial Marketing Research – Product Offering, Industrial Distribution, System and Channel Management – Pricing Decision, Policies and Practices – Industrial Advertising and Promotion.

Unit-VI: Evaluation and control in industrial marketing Management: Process of Control – Standards of Performance – Marketing Budget – Marketing Cost Analysis.

Reference Books:

1. B. Charles Ames, “*Managerial Marketing for Industrial Firms*”, (Random House), James Hlavacek.
2. Corey.E.R, “*Industrial Marketing Cases and Concepts*”, (Prentice Hall).



FINANCE GROUP
331: INVESTMENT AND PORTFOLIO MANAGEMENT

Unit-I: Investment – Objectives, Nature Channels of Investment – Investment and speculation Process of Investment.

Unit-II: Capital Markets – Stock Exchanges – BSE – NSE – OTCET – Trading in stock exchanges – New Issue market.

Unit-III: Risk and Return –Risk – risk factors, risk classification – Systematic risk – unsystematic risk - standard deviation – variance – correlation coefficient – Beta – Calculating expected return and risk. Measurement of return – Traditional techniques – Holding Period – Statistical methods – Probability distribution – Calculation of expected return.

Unit-IV: Valuation – approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation.

Unit-V: Fundamental analysis – Economy, Industry and Company analysis and Technical analysis.

Unit-VI:Portfolio – Construction and Evaluation: Process of Portfolio Management – Portfolio models - Markowitz model –Capital Asst. Pricing model – Concept of Mutual Fund - Evaluation of Portfolio Performance – Models – Sharp, Treynor and Jensen

Reference Books:

1. Donald E. Fishser, Ronald J. Jordan, “*Security Analysis and Portfolio Management*”, Prentice Hall of India (P) Ltd., New Delhi.
2. Jack Clark Frnces, “*Investment Analysis and Management*”, McGraw Hill Book Company, New York.
3. Preethi Singh, “*Investment Management*”, Himalaya Publishing House, Mumbai.
4. V.K. Ball, S.K. Tuteja, “*Investment Management*”, & Company Ltd., New Delhi.



332: TAX PLANNING & MANAGEMENT

Unit-I: Introduction: Concept, Significance and problems of the tax planning – structure of Direct Taxes in India – Appraisal of Annual Finance Act – Tax amendments and notifications – Advance tax rulings

Unit-II: Recognized methods of Tax planning: Legal diversions of income – Ensuring maximum claim for deduction – Taxing advantage of an available relief – Rebates and tax free sources of income – Problems arising from aggregation of income – Implications of various tax planning methods and cash flow.

Unit-III: Choice of Form of Organization and Tax Planning; Appropriate form of organization for tax savings – Partnership firm, Joint stock company, association of persons and others – Indian branch of Foreign Company V/s Indian Company – Foreign branch of an Indian company Vs separates foreign company – Subsidiary Vs branch.

Unit-IV: Tax Consideration in specific managerial decisions: Make or Buy - Own of Lease - Retain or place - Repair, Scrap or retain - Expert Vs domestic sales - Shut down of continue - Expand or contract - Invest or disinvest.

Unit-V: Tax considerations in special areas: Foreign Collaboration agreements - Mergers, amalgamations, reconstruction and acquiring - Capital structure and divided policy - Depreciation and other allowances - New Industrial undertaking and tax relief personal compensation plans

Unit-VI: Case Study

A case Study of a business unit related to practical problem of tax planning is to be done by the students.

Reference Books:

1. E.A. Srinivas, “*Hand Book of Corporate Tax Planning*”, Tata McGraw Hill, New Delhi.
2. Richard M. Bird Oliver Old man, “*Readings on Taxation in Developing Countries*”. John Hophins.
3. John F Due, “*Indirect Taxation in Developing Economics*”, John Hophins.
Bhagavan Prasad, “*Income Tax Law and Practice*”, Alligarh Narman Prakasan, Alligarh



333: MANAGEMENT OF FINANCIAL SERVICES

Unit-I: Financial System in India

1. Nature and functions of financial system – structure of financial system, promotion role of financial system – financial services and management – macro economic management activity analysis.
2. Financial intermediation – money market and its characteristics – Discount and Finance House and its operations – stock markets – Capital markets – unorganized financial system – Bullion market.
3. Banks as financial intermediaries Deposits and loaning services – safeguards against risks – reforms in banking sector.
4. Credit cards in India – Debt cards – Debit card Vs. Credit cards.

Unit-II: Non banking financial companies and their services

1. Importance of NBFCs in India – RBI Directives to NBFCs – Surveillance of SEBI – Services of non – Banking financial services.
2. Merchant banking – Issue market and other services corporate advisory services – functions of merchant banks – SEBI guide lines on merchant banking.
3. Mutual Funds – types modus operandi of mutual funds – SEBI guide lines – steps to popularize mutual funds in India.
4. Venture capital funds in India – financing agencies – policy initiatives – problems faced by mutual funds.

Unit-III: Financial services in India

1. Lease, Hire purchase – types of leases – advantages – lease Vs. Hire purchase, problems of leasing companies.
2. Housing finance companies – sources of funds lending norms – HUDCO, SHFCs, HDFC.
3. Chit Funds, Nidhis.
4. Credit rating services – limitations – CRISIL, ICRA, CARE.

Unit-IV: Issue management services

1. Registrars to the issue and issue management services – appointment of registrars to the issue – role of registrars during the currency of the issue.
2. Undertaking services – SEBI regulations – rights and obligations of underwriters – legal provisions – types of underwriting agreements – underwriting agencies in India.
3. Marketing of issues – SEBI code of advertisement – mailing agents etc.
4. Portfolio management services – rules and regulations – methods operation SEBI norms.

Unit-V: Other Services

1. Custodian and custodial services – SEBI guide lines on custodial services – SHCI – NSDL.
2. Factoring and Forfeiting services – modus of operations – factoring Vs. forfeiting – advantages.
3. Insurance services – institutional set up – objectives and functions – reforms in insurance sector.
4. Mergers and acquisitions – transfer positions – inter corporate investments – merger provisions under compromise, acquisitions from dissenting minority – SEBI guide lines on takeovers and mergers.

Unit-VI: Financial markets

1. New issue markets and problems – methods of floatation - cost of floatation – primary market problems.
2. Money markets and instruments – Bill market – Discount and finance house of India – money market instruments.
3. Stock markets – recognized stock exchanges – functions of stock exchanges – regulations on trading – measures to promote healthy stock markets - Govt. securities market.
4. Forex market services – International finance system and foreign exchange markets – exchange rate mechanism – exchange rate system in India – Forex management in India.

Reference Books:

1. L.M. Bhole, “Financial Institutions and Markets”, Tata McGraw Hill Co. New Delhi.
2. Khan MY, “Indian Financial Systems: theory and Practice”, Vikas Publishing Company, New Delhi.
3. Robert O. Edmester, “Financial Institutions Markets and Management”.
4. Viswanatham . R. “Industrial Finance”, S. Chand & Company, New Delhi.
5. Avadhani V.A. “Marketing of Financial Services” Himalaya Publishing House, Mumbai.



334: RISK MANAGEMENT AND INSURANCE

Unit-I: An overview of Risk Management – Risk and Uncertainty - Information to risk management – rational for risk management in organizations.

Unit-II: Risk Management – risk identification – risk analysis – exposure of physical. Financial and human assets – legal liability – work related injuries – risk measurement.

Unit-III: Risk measurement techniques – risk control – risk – financing Techniques – risk management decisions methods.

Unit-IV: Insurance markets and functions – insurance industry – life insurance and general insurance – pricing of insurance – insurance regulation and financial assessment

Unit-V: Analysis of insurance coverage – legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.

Unit-VI: Benefit Programmes – health care financing and health insurance - employee benefit plants – designing issues in employee benefit plan.

Reference Books:

1. C. Arthur L. Withams and Peter C. Young and Michel Smith, "*Risk Management and Insurance*", Tata McGraw Hill Publishing Co. New Delhi. 1998.
2. Kenneth Balack Jr and Herald D. Skipper Jr, "*Life and health Insurance*" Prentice Hall Publications. London UK.
3. K. Rama Krishna Reddy and P. Murali Krishna, "*Risk Management*", (Edited) Discovery publishing House, New Delhi, 2000.



335: FINANCIAL DERIVATIVES

Unit-I: Introduction to Financial Derivatives –Meaning, Scope, Origin and Growth of Financial Derivatives in India—Types of Derivatives –Forwards –Futures –Options –Trading –Margins –Regulatory Frame work./

Unit-II: Forwards and Futures –Forward contracts and its limitations-valuation of forwards contracts.

Unit-III: Financial Futures –Trading –Hedging strategies—Forward and Future prices –Stock Index futures –Currency futures—Interest rate futures— Future pricing –Future market in NSE.

Unit-IV: Options markets—Need – Scope – properties of stock option prices – Trading strategies involving options –Types of options –Stock index Options –Interest rate options –Currency options –Options market on NSE.

Unit-V: Option pricing –Introduction to Binomial model —Block schools Model pricing –Volatility –Causes of volatility –Pricing Index Options.

Unit-VI: Swaps –Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Saps –Commodity Swaps –Debt—Equity Swap –Swaps dealer role.

Reference Books:

1. S.L.Gupta, Financial Derivatives: Theory Concepts and problems, Prentice Hall, New Delhi.
2. John C. Hull, Options, Futures and Other Derivatives, Pearson Education Asia
3. John C.Hull Introduction to Futures and Options Markets, Prentice Hall, New Delhi.
4. Thomas Mc Cafferty, All about Options, Tata Mc Graw Hill Publishing Company Ltd, New Delhi.



Under Choice Based Credit System (CBCS)

CREATIVITY AND INNOVATION IN MANAGEMENT

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

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

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

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

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

Unit – VI: IT and creativity: Role of IT in creativity and innovation – Role of IT in concurrent Engineering – creativity and Innovations Management. Initiates of creativity and Innovations organisations benefits of C&I.

Reference Books:

1. Pradip, N. Khandwalla, The “Fourth Eye” Wheeler Publishing, Allahabad, 1992.
2. P.N. Rastogi, “Managing Creativity for Corporate Excellence”. Macmillan India Ltd. Delhi, 1996.
3. Jonner Cescerani, Peter great wood, “Innovation and Creativity”, Crest Publishing House, New Delhi. 2001.
4. Clayton, M. Charistensen, Innovative and the General Manager, Irwin, Mc. Graw Hill, New Delhi. 2000.

