



**ST. ALBERT'S COLLEGE ERNAKULAM  
(AUTONOMOUS)  
Affiliated to Mahatma Gandhi University, Kottayam, Kerala**

## **SYLLABUS FOR POSTGRADUATE PROGRAMME**

**Master of Business Administration  
(MBA Full Time)  
With effect from 2017 Admissions Onwards**

**Approved by the Board of Studies**

## Preface

As envisaged in the recent regulations of Autonomous colleges in India by University Grants Commission, autonomous colleges enjoy the academic freedom to enrich the curriculum by incorporating recent trends and needs. Curriculum and syllabus of each academic program has to be revised periodically to impart major objectives like global competency, skill component, values and regional relevance. Academicians and scholars in the respective area of knowledge have to express a missionary zeal for this great purpose.

In 2016, when St. Albert's College was granted autonomy, we adopted the curriculum and syllabus followed by the Mahatma Gandhi University, Kottayam for the year 2016. In 2017, when the Mahatma Gandhi University made a comprehensive revision of their curriculum and syllabus, it was adopted by the college as it was a better curriculum that met the needs and current demands of the culture, the society, and the expectations of the population being served.

The MBA Programme of St. Albert's College (Autonomous) enables the candidates to acquire conceptual, technical and human skills to meet the requirements of industry, business and society. It prepares the candidates with knowledge, skills, and strategic perspectives essential for business leadership. The MBA Programme consists of 29 subject courses, Organization Study and 1 project work. There are 2 viva voce for MBA programme, comprehensive subject viva in first year and comprehensive viva in second year. All theory courses carries 100 marks each, out of which 40 marks for continual evaluation and 60 marks for comprehensive evaluation by College/University. The first and second semesters have 800 and 900 marks respectively. The third and fourth semesters have 900 and 700 marks and the total marks for the MBA Programme is 3300.

All semesters are of 20 weeks duration out of which 16 instructional weeks, which comprises of 5 days a week and 5 hours per day, are provided for class work. The remaining 4 weeks are intended for examinations and other extracurricular activities

## **1. INTRODUCTION**

### **1.1 MBA full time Programme**

The 2 year full time MBA programme of St. Albert's College (Autonomous) Affiliated to Mahatma Gandhi University is offered under semester system. The objectives of MBA programme are the following:

### **1.2 Objectives**

- To develop young MBA aspirants into professional managers who can contribute to the growth of business and industry in India and the world
- To develop astute leaders who can efficiently and effectively manage business amidst of environmental turbulences
- To nurture entrepreneurial skills among young generation and make them effective change agents
- To contribute towards better management practices in the country and the world by offering quality management education

### **1.3 Eligibility**

A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other Universities duly recognized by M.G. University with not less than 55% marks in Science & Technology subjects and 50% marks in other subjects in the aggregate for all parts of examination or a Master's Degree examination with 55% marks in aggregate.

For SC/ST students: A pass in any Bachelor's Degree examination is needed for SC/ST candidates

### **1.4 Admission Procedure**

The admissions to the MBA full time programme shall be strictly on the basis of merit as determined by the entrance examinations KMAT Kerala / CMAT / CAT, and Group Discussion and Personal Interview conducted at the institution level. We follow the guidelines and time

schedule provided by Mahatma Gandhi University and Admissions Supervisory Committee (ASC) appointed by Govt. of Kerala.

The rank list shall be prepared on the basis of sum of following components:

*Table 1: Admissions – Components of Rank List*

<b>Component</b>	<b>Weight</b>
Entrance Examination Score	70%
Group Discussion	15%
Personal Interview	15%

Based on the score in the entrance test, candidate shall be short-listed for Group Discussion and Personal Interview. While preparing the rank list, if there is same index marks for more than one candidate, he/she will be ranked on the basis of actual marks obtained in the qualifying exam. Even after this, if there is a tie, they will be ranked on the basis of date of birth; i.e. the elder person is to be ranked higher. Based on the performance on the written test, group discussion and interview, merit list will be prepared and published by the college.

*The Reservation Rules are applicable as per the Government norms.*

### **1.5 Fees Structure**

The fees structure decided by Fee Regulatory Committee (FRC) appointed by Govt. of Kerala is applicable to all private self-financing colleges. Any form of CAPITATION is strictly prohibited.

### **1.6. Course Duration & Academic Calendar**

The academic calendar has been designed to ensure that the course will be completed within the stipulated two years' time.

*Table 2: academic calendar of MBA programme*

<b>Semester</b>	<b>Duration &amp; Month/s</b>	<b>Month of University Examinations / Project</b>
S1	July to November	3rd week of November
S2	December to April	3rd week of April
S2	May	Organization Study
S2	Second Week of June	First Year Viva
S3	June to October	2nd week of October
S4	November to March	2nd week of March
S4	April - May	Summer Project
S4	First Week of June	Comprehensive Viva

### **1.7 Information – Teaching Staff**

Within a week after the commencement of classes of the first semester MBA, Head of each institution should forward the list of faculty members working in the college / institutes along with their qualifications and years of teaching experience, specialization and other relevant details to the University. Head of each institution shall ensure the availability of sufficient number of regular Faculty Members having experience and qualifications as per AICTE guidelines in the Institution.

### **2. MBA PROGRAMME SCHEME**

The MBA Programme of St. Albert's College (Autonomous) Affiliated to Mahatma Gandhi University enables the candidates to acquire conceptual, technical and human skills to meet the requirements of industry, business and society. It prepares the candidates with knowledge, skills, and strategic perspectives essential for business leadership. The MBA Programme consists of 29 subject courses, Organization Study and 1 project work. There are 2 viva voce for MBA programme, comprehensive subject viva in first year and comprehensive viva in second year. All theory courses carries 100 marks each, out of which 40 marks for continual evaluation and 60 marks for comprehensive evaluation by University. The first and second semesters have 800 and 900 marks respectively. The third and fourth semesters have 900 and 700 marks and the total marks for the MBA Programme is 3300.

All semesters are of 20 weeks duration out of which 16 instructional weeks, which comprises of 5 days a week and 5 hours per day, are provided for class work. The remaining 4 weeks are intended for examinations and other extracurricular activities (Refer the Course Duration & Academic Calendar for MBA Programme – Clause 1.6).

## **2.1 Core Courses**

There are 23 core courses for the MBA Programme which comprises of 19 core subjects, Organization Study, 1 Project Work and 2 Viva voce. The first and second semesters have 16 core subjects and one comprehensive Viva voce of first and second semesters together. The third semester has 2 core subjects and Organizations Study Report. The final semester have 1 core subject, summer placement project and comprehensive viva voce for third and fourth semesters and summer placement project. All core courses are compulsory and carry 100 marks each.

## **2.2 Elective Courses**

There are 10 elective courses out of which 6 are in the third semester (3 courses each from 2 functional areas) and 4 in the fourth semester (2 courses each from 2 functional areas). The students are required to select 5 elective courses each from 2 functional areas of management only (e.g. Finance & Marketing). The electives offered in the third and fourth semesters shall be on the basis of preference and aptitude of students, availability of Faculty Members and required infrastructure and facilities in the Institution.

### **List of Electives**

1. Finance
2. Marketing
3. Human Resources Management
4. Operations Management
5. Information Systems

## FINANCE ELECTIVES

<b>Sl. No.</b>	<b>Elective Course</b>	<b>Semester</b>
01.	Cost & Management Accounting	S3
02.	Security Analysis & Portfolio Management	S3
03.	Corporate Restructuring	S3
04.	Bank Management	S3
05.	Financial Derivatives	S3
06.	International Finance & Forex Management	S3
07.	Corporate Taxation	S4
08.	Management of Financial Services	S4
09.	Rural Economy & Micro Finance	S4
10.	Risk Management & Insurance Services	S4

## MARKETING ELECTIVES

<b>Sl. No.</b>	<b>Elective Course</b>	<b>Semester</b>
01.	Agro-Business & Rural Marketing	S3
02.	Integrated Marketing Communications	S3
03.	Product & Brand Management	S3
04.	Retail Business Management	S3
05.	Services Marketing	S3
06.	Digital Marketing	S3
07.	Consumer Behaviour	S4
08.	Customer Relationship Management	S4
09.	Marketing of Hospitality & Tourism	S4
10.	Marketing Research	S4

## HRM ELECTIVES

<b>Sl. No.</b>	<b>Elective Course</b>	<b>Semester</b>
01.	Training & Development	S3
02.	Performance & Talent Management	S3
03.	Competency Mapping	S3
04.	Managing Organisational Change & Development	S3

05.	Compensation Management	S3
06.	Global Human Resources Management	S3
07.	Counseling Skills for Managers	S4
08.	Industrial Relations & Labour Law	S4
09.	Managing Interpersonal & Group Process	S4
10.	Human Resources Information System	S4

#### OPERATIONS MANAGEMENT ELECTIVES

Sl. No.	Elective Course	Semester
01.	Supply Chain Management	S3
02.	Total Quality Management	S3
03.	Materials & Purchase Management	S3
04.	Advanced Project Management	S3
05.	Management of Technology & Innovation	S3
06.	World Class Manufacturing	S3
07.	Service Operations Management	S4
08.	Industrial Safety & Occupational Health	S4
09.	Global Operations & Logistics Management	S4
10.	Operations Strategy	S4

#### INFORMATION SYSTEMS ELECTIVES

Sl. No.	Elective Course	Semester
01.	System Analysis & Design	S3
02.	E-Business	S3
03.	Enterprise Resource Planning	S3
04.	Information Security Management	S3
05.	Software Quality Management	S3
06.	Cloud Computing	S3
07.	Decision Support System	S4
08.	Software Project Management	S4
09.	Database Management	S4
10.	E-Business Strategy	S4

### **2.3 Organisation Study – First Year**

Every student has to undergo an Organisation Study and produce a report on the functioning of an organisation from the managerial perspective. This study and the report will be treated as full course carrying 100 marks. The internal marks for the Organisation Study will be awarded by means of Report Presentation and Viva voce conducted by a Board of Faculty Members appointed for this purpose by the Faculty Council of the respective Institute. Students are permitted to do their Organisation Study only in Organisations listed in Securities and Exchange Board of India – SEBI business for a period not less than 4 weeks. No student from the same college is permitted to undergo Organisation Study in such Organisation where a student from the same college is admitted for an academic year. A certificate from the Internal Guide of the business Organisation should also be obtained by the student after the successful completion of the project and the same should be attached with the project report. While selecting the Organisation, it should be a manufacturing Organisation with four functional areas such as Finance, Marketing, Human Resources Management, and Operations Departments.

### **2.4 Summer Project**

At the end of the fourth semester, the students are required to do a Project Work on a problem centered study and a Report of the same is to be submitted before the University and Comprehensive Viva voce Board. The students will have to identify a relevant managerial problem related to organisation / industry and basic research work has to be conducted to study the problem in detail. The students are required to use proper statistical tools (Descriptive & Inferential Statistics) in their project work. The total duration of this project study is 8 weeks and total marks for the dissertation is 100. Project work should be done in a National or International Business Organisation. Students are expected to select the topic of study from any one of the functional areas that they have opted as their specialisation.

### **2.5 Viva Voce**

For the conduct of comprehensive Viva voce 1 and 2, the Viva Voce Board will conduct both viva voce at the Institution. Sufficient number of external members (outside Mahatma Gandhi University) should be inducted in Viva Voce Board.

# MASTER OF BUSINESS ADMINISTRATION

## LIST OF COURSES

*Table 3: Semester I Core Courses*

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
	Principles and Practices of Management	40	60
	Business Communication	40	60
	Managerial Economics	40	60
	Accounting for Management	40	60
	Quantitative Techniques for Management	40	60
	Business Law	40	60
	Environment Management	40	60
	Business Ethics & Corporate Governance	40	60
<b>Total Marks</b>		<b>320</b>	<b>480</b>

*Table 4: Semester II Core Courses*

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
	Financial Management	40	60
	Marketing Management	40	60
	Human Resources Management	40	60
	Operations Management	40	60
	Operations Research	40	60
	Management Information Systems & Cyber Security	40	60
	Organisational Behaviour	40	60
	Entrepreneurship and Project Management	40	60
	Comprehensive Viva Voce (First & Second Semester)	40	60

<b>Total Marks</b>	<b>360</b>	<b>540</b>
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*Table 5: Semester III Core Courses & Elective Courses*

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
	Business Analytics	40	60
	Research Methodology	40	60
	Elective Course 1 (Specialization Area 1)	40	60
	Elective Course 2 (Specialization Area 1)	40	60
	Elective Course 3 (Specialization Area 1)	40	60
	Elective Course 4 (Specialization Area 2)	40	60
	Elective Course 5 (Specialization Area 2)	40	60
	Elective Course 6 (Specialization Area 2)	40	60
	Organisation Study	40	60
<b>Total Marks</b>		<b>360</b>	<b>540</b>

*Table 6 Semester IV Core Courses & Elective Courses*

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC21	Strategic Management	40	60
EC07	Elective Course 7 (Specialization Area 1)	40	60
EC08	Elective Course 8 (Specialization Area 1)	40	60
EC09	Elective Course 9 (Specialization Area 2)	40	60
EC10	Elective Course 10 (Specialization Area 2)	40	60
CC22	Summer Internship Project		100
CC23	Comprehensive Viva Voce (Third & Fourth Semester and Project)		100
<b>Total Marks</b>		<b>200</b>	<b>500</b>

### **3. TEACHING, EVALUATION & ASSESSMENT**

#### **3.1 Teaching Methods**

Since the MBA Programme is a professional course, the teaching methods shall be carefully designed at the Institution level. The teaching methods in MBA programme ideally include the following components:

- i. Class room lectures with participation from students Case Studies
- ii. Practical Illustrations & Simulations Role Plays
- iii. Quizzing
- iv. Class seminars & presentations

The above components are not comprehensive and Faculty Members are free to develop the teaching methods with more elements.

#### **3.2 Student Evaluation**

The evaluation of students comprises of continual evaluation at the Institution level and comprehensive evaluation by the Controller of Examination, St. Albert's College (Autonomous).

##### **3.2.1 Continual Evaluation**

Continual Evaluation or internal assessment shall be conducted throughout the semester. It shall be based on internal examinations and various types of assignments as decided by the Faculty Member who is handling the course. Assignments include homework, problem solving, group discussions, quiz, term projects, spot tests, role play, software exercises etc. Details of assignments in every semester shall be submitted by the Faculty Members in an assignment book to the Principal / Head of the Department. This is to facilitate uniformity in the internal evaluation process. The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10).

The internal assessment marks shall be awarded by the concerned Faculty Member in charge of the course based on the guidelines mentioned above. A systematic record for the award of continual evaluation marks shall be maintained in the Department duly signed by the concerned Faculty Members and counter signed by the Head of the Department. It should be placed in the notice board seven days before the commencement of University Examinations.

In case a candidate fails to secure the required minimum of 50% marks in internal continual evaluation, he / she may secure it by repeating the course altogether in a regular class or by taking the course with a Faculty Member assigned by the Head of the Department in a subsequent semester provided that the candidate has failed to obtain the 50% marks in the first instance, but such improvement in continual evaluation in the same paper cannot be attended more than once.

### **3.2.2 Comprehensive Evaluation**

- The comprehensive evaluation will be done by the University through end-semester examinations which is of 3 hour duration for all subject courses.
- The marks required for a pass is 50%. There is separate minimum for all courses in continual and comprehensive evaluation (University Examinations).
- No student shall be permitted to appear for the University (comprehensive evaluation) examinations unless he/she secures at least 50% marks in the internal continual evaluation in each course.
- Candidates who have secured not less than 60% marks in the aggregate of total marks for all papers in four semesters (both continual and comprehensive evaluation together) in the examination shall be declared to have passed the MBA Degree Examination in First Class.
- Candidates who obtain not less than 75% of the total marks shall be declared to have passed the MBA Degree Examination with Distinction.
- Candidates shall be allowed to improve the result of any course /subject along with the examinations of their immediate junior batch. There will be no supplementary examination.

### **3.2.3 Semester Promotion**

Candidates for the MBA Degree shall be eligible to undergo the courses of study in the next semester and appear for the examination of that semester, irrespective of the results of the examinations of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the University and registration for the examinations in the earlier semesters.

### **3.2.4 Maximum Duration of Course**

The candidates should complete the two year MBA Programme within a period of 5 years from the date of admission.

## **4. Academic Administration**

### **4.1 Registration & Attendance Norms**

Every candidate should register for all subjects of the end semester examinations of each semester. A candidate who does not register will not be permitted to attend the end semester examinations. He / she shall not be permitted to attend the next semester.

- i. No student shall be allowed to appear for the University examinations (written and viva-voce), if he/she has not secured 75 % attendance for each course.
- ii. For a student to claim specialisation in any functional area he/she must have taken minimum of 5 courses in that area of specialisation.

### **4.2 Class Committee & Functions**

Head of Institution shall form a Class Committee for each batch at the beginning of semester classes. This Committee shall be in existence throughout for the concerned semester. The Class Committee shall consist of Head of Department as Chairperson of the Committee, Faculty Advisor of the class, a Senior Faculty Member of the Department and three Student Representatives. At least one Student Representative in the Class Committee should be a lady. There should be at least two meetings of the class committee every semester. It shall be the

responsibility of the Head of Department to convene meetings. The functions of Class Committee are the following:

- i. To review periodically the progress and conduct of students in the class.
- ii. To ensure syllabus coverage within the stipulated time
- iii. To discuss any problems related to any course in any semester.
- iv. Maintain strict vigil AGAINST RAGGING.
- v. Any other relevant issues related to the conduct of MBA Programme at the Institution

### **4.3 Examination Monitoring Cell**

Head of the Institution should constitute an Examination Monitoring Cell (EMC) at the Institution for the conduct and supervision all examinations, especially the internal examinations. This Cell with a Senior Faculty Member as Convener shall consist of minimum three Faculty Members and one Member shall be a lady. A clerical Staff Member having computer skills shall be assigned for assisting the Examination Monitoring Cell.

The following are the responsibilities of Examination Monitoring Cell:

- Schedule and conduct all internal examinations
- Act as the examination squad to keep a vigil on all internal and University Examinations
- To receive any complaints from students regarding issues like out of syllabus questions, printing mistakes etc. of end semester examinations. The Cell shall investigate these complaints and if necessary forward the same to University with specific comments.
- To receive complaints from students regarding internal examinations, award of marks and any allegation of victimization. The Cell shall enquire such incidents and give a report to the Principal for necessary action.
- To function as a wing of the University Office of Controller of Examinations at the Institution level.

**MASTERS IN BUSINESS ADMINISTRATION**  
**SEMESTER – I**

# **PRINCIPLES & PRACTICES OF MANAGEMENT**

## **Module 1 Introduction**

Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts -Early - Modern – Post-modern; Contributions of F.W. Taylor - Henry Fayol – Hawthorne Studies-Behavioural School of Management Approach. Levels of Management, Skills required for a manager, managerial roles. Management Lessons from Indian Philosophy – Vision, Effectiveness, Efficiency and Teamwork. No Change

## **Module 2 Planning**

Functions of Management: POSDCORB; Characteristics of Management; Planning: -Meaning – nature – importance -Levels of planning. Objectives – setting objectives – Policies – Planning premises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning  
No Change

## **Module 3 Organizing & Staffing**

Organising: - Nature-Purpose-Principles-Organisational Structure and types - Departmentation - Centralization vs. Decentralization - Span of control- Delegation of Authority – Principles in Organising – Line Vs Staff Authority – Networking and Virtual Organizations Staffing: - Meaning, Principles in Staffing, Staffing Functions No Change

## **Module 4 Leadership & Modern Trends**

Directing:-Principles in Directing - Leadership – Leadership Traits – Leadership Styles – Emerging Trends in Management; Management of Creativity & Innovation – Creative Process – Managing E- Business World – Challenges – Management in Globalized Era – Organizational Social Responsibility

## **Module 5 Management Control**

Control:- System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling – Control Techniques- Control and planning- Types of Control– Reporting - Co-ordination; Principles in Control and Co-ordination

### **Recommended Books:**

1. K.Aswhathapa, “ Essential of Business Administration”, Himalaya Publishing House
2. Harold Koontz & Heinz Weihrich, “Essentials of Management”, Tata McGraw-Hill,1998
3. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.
4. Stephen P. Robbins and Mary Coulter, “Management”, Prentice Hall of India, 8th edition.
5. Tripathy PC and Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.
6. Y.K. Bhusan, “Fundamentals of Business Organisation & Management”; Sultan Chand & Co., New Delhi.

# **BUSINESS COMMUNICATION**

## **Module 1 Introduction to Communication – Managerial Communication**

The Concept and Significance of Managerial Communication- Internal Communication and External Communication - Objectives of Managerial Communication -Effective Communication Skills -7C's and 4 S's (Shortness , simplicity, strength sincerity) -Communication Environment and Communication Process

## **Module 2 Communication Barriers**

External, Organizational and Personal Factors - Making Communication Effective. Improving interpersonal communication skills-Transactional Analysis

## **Module 3 Written Communication**

Letters for different occasions- accepting/declining invitations, congratulating, consoling, conveying information – Social Communication - Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication. Work Place Communication – Minutes, Proposals, Memorandums, Press releases, Presentations, Profile of institutions, Speeches, Responding to enquiries and complaints, Resumes, Applications. Commercial/Business Letters and Principles of Effective Writing - Sample Letters.

## **Module 4 Verbal and Non Verbal Communication**

Introduction - Public Speaking Skills - Role of audio visual aids and computers in oral presentations - Tele Conference - Video Conference. Interviewing– Placement Interviews, Discipline Interviews, Appraisal - Interviews and Exit Interviews. Listening skills -Mannerisms - Body language– Kinesics – Professional Dressing – Conducting meetings, seminars and conferences – Group discussion. Business Etiquette and grooming

## **Module 5 Negotiations and Report Writing**

Introduction - Phases of a Negotiation - Characteristics of Negotiation - Opening Negotiations - Legal Aspects of Communication – Reports: Writing reports of different kinds –Long & short reports -Formal & Informal reports Annual report, Status report, Survey report.

### **Recommended Books:**

1. Courtland L. Bovee ,John V Thill, Business Communication Today, Prentice Hall International
2. Raymond V Lesikaret. al., Connecting in a Digital World, 13e,Tata McGraw Hill, New Delhi.
3. Guffey Mary Ellen, Business Communication, South-Western Collage publishing
4. Meenakshi Raman, Sangeetha Sharma, Technical Communication- Principles and Practice, Oxford
5. Argenti Paul A, Irwin, Corporate Communication, McGraw Hill.
6. Atkinson, Reynolds, Business Writing & Procedures, American Book Co.

# **MANAGERIAL ECONOMICS**

## **Module 1 Introduction to Managerial Economics**

Micro & Macro Economics, Managerial Economics – Definition – Nature & Scope, Fundamental concepts in Managerial economics for decision making: Incremental Principle, Opportunity Cost, Discounting Principle, Time Concept, Equi-Marginal Principle – Illustrations, Decision Making – Process and Conditions – Difference between Risk & Uncertainty.

## **Module 2 Demand Analysis and Forecasting**

Meaning of Demand – Types of Demand – Law of Demand & its Exceptions, Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity, Demand Forecasting – Process – Statistical & Non-Statistical Techniques, Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories.

## **Module 3 Supply & Production**

Theory of Production – Meaning of Production function, Production function with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Iso-quants – Producers' Equilibrium, Economies of Scale – Types – Economies of Scope, Theory of Costs – Classification of Costs - Short Run & Long Run Cost Curves, Revenue Curves.

## **Module 4 Market Structure**

Market – Meaning & Elements, Classification of Markets – Markets based on Competition, Theory of Firm – Profit Maximization Rules, Price & Output Determination under Perfect Competition, Price & Output Determination under Monopoly – Monopoly Price Discrimination, Price & Output Determination under Monopolistic Competition, Price & Output Determination under Oligopoly – Kinked Demand curve model only.

## **Module 5 Macro Economic Concepts**

National Income Concepts – Measurement of National Income, An overview of Financial System in India, An overview of Fiscal & Monetary Policies in India, Balance of Payments: Causes of Disequilibrium & Remedies, Inflation in India – Causes & Remedies. Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India. Government Budgetary Policy: Budget Deficit and Debt; Circular Flow of Income

### **Recommended Books:**

1. Dwivedi D.N, Managerial Economics, Vikas Publications (ISBN 8125910042)

2. P.L. Mehta, Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons (ISBN 81-7014386-1)
3. K.K. Dewett, Modern Economic Theory: Micro & Macro Analysis – Orient Book Distributors, New Delhi.
4. V.L. Mote, Managerial Economics – Tata McGraw Hill, New Delhi
5. Gaurav Dutt & Aswani Mahajan, Dutt & Sundaram's Indian Economy – Sultan Chand & Sons

# **ACCOUNTING FOR MANAGEMENT**

## **Module 1 Introduction**

Book keeping and Record Maintenance. The concept of Double Entry. Accounting equations and Type of accounts - Rule of recording business transactions - Preparation of basic accounts - Journal, Ledger, Trial Balance - Cash book , Bank reconciliation statement - Final Accounts: Trading and Profit & Loss Account and Balance Sheet.

## **Module 2 Insight to Accounting**

Generally Accepted Accounting Principles (GAAP)-Accounting Concepts and Conventions – International Accounting Standards – IFRS – Responsibility accounting.

## **Module 3 Financial accounting and Management Accounting**

Objects, Functions, Advantages and Limitations of Financial Accounting. Nature, Meaning, Functions, Scope, Objectives, Tools and Techniques of Management Accounting – Management Accounting Benefits and Limitations - Management Accounting Vs Financial Accounting

## **Module 4 Financial Statement Analysis**

Financial Statements - Methods of Financial Analysis - Comparative Statements, Trend Analysis, Common size Statements. Advantages and Limitations of Financial Statement Analysis.

## **Module 5 Ratio Analysis**

Meaning and Significance of Ratios - Advantages and Limitations of Ratio Analysis - Classification of Ratios - Income Statement Ratios, Inter Statement Ratios, Liquidity Ratios, Profitability Ratios, Turnover Ratios, Solvency Ratios, Leverage Ratios – Du Pont Analysis.

### **Recommended Books:**

1. Arora M.N, Accounting for Management, Himalaya Publishing House, New Delhi.
2. Gupta R.L, Advanced Accounting, Sultan Chand & Sons .
3. Maheswari S.N and Maheswari S.K, Advanced Accounting, Vikas Publishing House, New Delhi.
4. Shashi K. Gupta, Management Accounting, Kalyani Publishers, New Delhi.

# **QUANTITATIVE METHODS FOR MANAGEMENT**

## **Module 1 Quantitative Techniques and Business Management**

Quantitative Techniques and Business Management: Matrices – Multiplication, Inverse and solving systems of equations –Arithmetical operations involving matrices. Determinants, Inverse of a matrix. Solution of simultaneous equations using matrices.

## **Module 2 Measures of Central Tendency and Dispersion**

Frequency and Frequency Distribution - Statistical Averages - Arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean. Dispersion: – Range - Mean Deviation, Standard Deviation - Coefficient of Variation

## **Module 3 Correlation and Regression analysis**

Correlation and Regression analysis: Correlation: Different types of correlation –Karl Pearson’s correlation coefficient - Spearman’s Rank correlation coefficient – Concurrent deviation method – Coefficient of Determination. Regression analysis: Line of best fit, least square method- Business applications.

## **Module 4 Time Series analysis**

Time Series analysis – Different components of time series- Application of Time series in Business forecasting. Index Numbers – Different types of Index Numbers. Business applications of Index Numbers.

## **Module 5 Basic Probability concepts**

Basic Probability concepts – Addition and multiplication theorems of Probability, Marginal, Joint and Conditional Probability - Baye’s theorem and its business applications. Probability distributions – Binomial, Poisson, Normal, Business applications.

### **Recommended Books:**

1. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Donald R.Cooper and Pamela S.Schindler, Business Research Methods, Tata McGraw Hill, India
3. Gupta S.C., - Fundamentals of Statistics – Himalaya Publishing House

# **BUSINESS LAW**

## **Module 1 Introduction to Law & Contracts**

Introduction to Legal System: Sources of Law – Classification of Law – The Indian Contract Act 1872- Nature and Classification of contracts Essential elements of a valid contract - Offer and Acceptance Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies.

## **Module 2 Sale of Goods Act**

Sale of goods Act, 1930- Contract of sale of goods-Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties – Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller - Rules as to delivery of Goods.

## **Module 3 Negotiable Instruments**

The Negotiable Instruments act, 1881, Negotiable Instruments, Meaning, characteristics, types, parties - holder and holder in due course - Negotiation and types of endorsements, Dishonour of negotiable instruments - noting and protest - liability of Parties on negotiable instrument, Indian Partnership act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership.

## **Module 4 Companies Act**

The companies act, 1956 - Company definition, meaning, features and types of Companies. Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies

## **Module 5 Laws Related to Business**

Consumer Protection Act 1986 – Foreign Exchange Management Act 1999 – GST: An overview – IT Act 2000 – Competition Act, 2000 – Intellectual Property Rights.

### **Recommended Books:**

1. Gulshan S. S. & Kapoor G. K., Business Law Including Company Law, Twelfth Edn., New Age International (P) Ltd.
2. Kuchchal M. C., Business Law, Fifth Edn.,Vikas Publishing House, New Delhi.
3. Moshal B. S, Modern Business Law, Second Edn.,Ane Books Pvt Ltd.
4. Bagriyal A. K, Company Law, Twelfth Edn.,Vikas Publishing House, New Delhi.
5. Pylee M V, An Introduction to the Constitution of India, Fifth Edn.,Vikas Publishing House, New Delhi

# **ENVIRONMENT MANAGEMENT**

## **Module 1 Environment and Ecosystem**

Importance and Sustainability - The Brundtland Report. Eco-system: Components – Biotic and abiotic components. Biodiversity - Definition, Principles, Bio-diversity in India.

## **Module 2 Natural resources and Energy management**

Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources – Renewable sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion  
Carbon credit - Climate change.

## **Module 3 Disaster management & resilience**

Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.

## **Module 4 Sustainable development**

Dimensions of sustainable development, The Earth Charter; Human health - Human mobility; Population, Urban challenge - Triple Bottom line.

## **Module 5 Environment Politics**

Policies and Legislations, Governmental Institutions for Environmental Management – United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and Environment policies.

### **Recommended Books:**

1. Bala Krishnamurthy – Environmental Management: Text and Cases, PHI.
2. ArinditaBasak – Environmental Studies, Pearson Education.
3. Kaushik and Anubha – Environmental Studies, New Age International.
4. Betz and Fredrick – Managing Technology, Prentice Hall, Englewood cliffs, New Jersey.

# **BUSINESS ETHICS & CORPORATE GOVERNANCE**

## **Module 1 Introduction to Ethics**

Ethics and morality – Ethics and law – Business Ethics – Concepts – Importance and benefits – Ethical theories – Values & Value based Management – A brief study on the relevance of Karmic effect

## **Module 2 Ethical Aspects**

Ethical leadership – Ethical Decision Making – Ethics and Cultural issues – Ethical Dilemma – Ethical Displacement

## **Module 3 Ethics in Functional Areas**

Ethical issues in Finance – Ethical issues in Marketing – Ethical issues in HR – Ethical Issues in Operations – Ethics in Information Technology – Trans-cultural issues

## **Module 4 Corporate Governance**

International Commission and Committees on Corporate Governance – Corporate Governance initiatives in India – Various Committees and Commissions – Corporate Governance Theories and Models – Corporate Disclosure

## **Module 5 Corporate Social Responsibility**

Corporate Social Responsibility & its Significance in Business – Concept of Social Audit & its Relevance – Whistle blowing – Privacy Trade Secrets – IP rights – Scams & Scandals in Corporate Governance: Case Studies

### **Recommended Books:**

1. ManishaPaliwal – Business Ethics, New Age International Press, New Delhi.
2. Patyrick J. A. & Quinn J. F. – Management Ethics, Response Publishing, New Delhi.
3. Sherlekar – Ethics in Management, Himalaya Publishing, New Delhi.

**MASTERS IN BUSINESS ADMINISTRATION**

**SEMESTER – II**

# **FINANCIAL MANAGEMENT**

## **Module 1: Introduction to Finance**

Introduction to Financial management: Business Finance- Concept, types and scope. Financial management: objectives, functions and scope - Interface of financial management with other functional areas. Role of finance manager- Financial forecasting - Financial planning. Risk and Return concept: – Relationship between risk and return – Risk Diversification.

## **Module 2 Time Value of Money & Investment Decisions**

Time Value of money and Investment Decisions- Process of compounding – Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Investment Decisions: - Capital budgeting – Process of capital budgeting - selection of projects - Estimation of cash flows - Payback and Discounted payback period - Accounting rate of return- NPV – IRR – Capital Budgeting decisions under risk - Capital Rationing - Project selection under rationing.

## **Module 3 Finance Decisions**

Financing and Capital Structure Decision: Sources of Finance: External and Internal financing. Cost of different sources of capital –Weighted average cost of capital (WACC) and Marginal cost of capital. Capital structure decisions – meaning and pattern– Theories of capital structure- Net income approach - Net operating income approach- Traditional approach-MM approach - Optimum capital structure. Leverage - operating, financial and composite leverage.

## **Module 4 Dividend Decisions**

Dividend Decisions: Dividend policy – dividend and its forms – objectives of dividend policy – relevance and irrelevance. Theories of dividend decisions: Walter’s Approach – Gordon’s Approach – MM Approach

## **Module 5 Working Capital**

Management of Working capital: Meaning and Need of Working capital - factors affecting composition of working capital – Inter dependence among components of working capital – Estimation of working capital – Cash management- Cash flow statement and fund flow statement- Receivables management. Introduction to the concept of Working capital Scorecard.

### **Recommended Books:**

1. Brealey, Richard A and Stewart CMyers. Principles of Corporate Finance. McGraw Hill India, 2012.
2. Chandra Prasanna, Financial Management- Theory & Practice, Tata McGraw Hill, 2014..
3. James C Vanhorne, John M WachowiczJr, Fundamentals of Financial Management,
4. Pearson Education Limited, New Delhi.

5. Lawrence J Gitman, Principles of Managerial Finance, Pearson Education limited. New
6. Delhi.
4. Pandey IM, Financial Management. Vikas Publishing House, 2009.
5. Reddy, G Sudarsana, Financial Management, Himalaya Publishing House, 2011.
6. Van Horne James, Financial Management Policy, Prentice Hall India

## **MARKETING MANAGEMENT**

### **Module 1 Introduction to Marketing**

Marketing: Meaning, Nature & Scope as the key business function in Organizations – Marketing for New Realities – Holistic Marketing Concept – Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Introduction to Marketing Research & Modern Marketing Information System – Concept of Big Data – Marketing Intelligence Market Strategic Planning – Elements of Marketing Plan

### **Module 2 Buyer Behaviour**

Customer Relationship Management – Loyalty Programmes. Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions – Buying Center – Tapping Global Markets. Segmentation, Targeting & Positioning – Strategies. Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Nichers

### **Module 3 Product & Pricing Decisions**

Creating Value: The Product – Goods & Services Continuum – Classification & Levels of Product – Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts – Marketing of Services – Extended Marketing Mix for services – Packaging & Labeling Decisions – Warranties & Guarantees – New Market Offering – Types of new Product – New Product Development: Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price

### **Module 4 Distribution & Promotion Decisions**

Distribution as a part of Value Delivery – Multi-channel marketing – Role of Marketing Channels – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management Introduction to Retailing & Wholesaling – Franchising –Teleshopping – Shopping through Internet. Communicating Value – Marketing Communication Mix – An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated Marketing Communications – Managing Holistic Organization – Internal Marketing

### **Module 5 Marketing Control & Modern Trends in Marketing**

Concept, Process & Types of Marketing Control – Marketing Audit –Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing –

Elements of Social Marketing Plan – Green Marketing – Consumerism – Introduction to Marketing Analytics

**Recommended Books:**

1. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar, **MARKETING MANAGEMENT – A South Asian Perspective** – Pearson Education 15th edition
2. Ramaswamy V.S. & Namakumari S, **MARKETING MANAGEMENT – Global Perspective, Indian context** – MacMillan 4th edition
3. Rajan Saxena - **MARKETING MANAGEMENT** – Tata McGraw Hill – 4th edition
4. Kotler Philip & Armstrong Gary, **Principles of Marketing (15th Edition)** – Pearson Prentice Hall
5. Etzel, MJ, BJ Walkerand William J Stanton., **Marketing (Fourteenth Edition).**McGraw Hill, 2007.
6. Neelamegham, S., **Marketing in India: Text and Cases (4/e).** Vikas Publishing House, 2012.
7. Panda, Tapan K., **Marketing Management: Text and Cases Indian Context.** Excel Books India, 2009.

## **HUMAN RESOURCE MANAGEMENT**

### **Module 1 Introduction to Human Resources Management**

Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution. Line and Staff aspects of HRM, Line managers; Duties of Human Resources Managers-Human capital management.

### **Module 2 Job Analysis**

Job analysis: Methods for collecting Job Analysis Information, Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Writing Job Description & Job Specification, Managing HR in challenging times- Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interviews.

### **Module 3 Training & Performance Management**

Orientation, Training Process, Training Needs Analysis, Training Techniques- On -the-Job & Off-the -Job Training Methods, OJT Process, Training Evaluation. Management Development Programs: Case Study and other Modern Training Methods. Performance Management & Appraisal: Process and Techniques. Career Planning and Management Concepts. Employee Re-skilling techniques.

### **Module 4 Compensation**

Establishing Pay Rates: Steps, Job Evaluation –Wage and Salary administration- Steps and factors affecting, Incentives Benefits and services: Statutory Benefits - Non-statutory Benefits - Insurance Benefits -Retirement Benefits, Flexible Benefits Programs. ESOPs, QWL.

### **Module 5 Industrial Relations & Trends in HR**

Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery. Collective Bargaining: Basic Concepts. Long term settlements: Cases in India. Trade unions: Definition, Objectives, Functions Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances -Grievance Procedure, Disciplinary Procedure. Participative Decision making process – Role of quality circle in TQM. Strategic Human Resources Management, Strategic HRM tools. An over view of HR Analytics. Legal aspects of HRM

#### **Recommended Books:**

1. Gary Dessler & BijuVarkkey, Human Resource Management, Pearson.

2. VSP Rao, Human Resource Management: Text and cases, Excel Books, New Delhi.
3. Mizra S. Saiyadain, Human Resources Management, 4th Ed, Tata McGraw Hill.
4. K. Aswathappa, Human Resource & Personnel Management – Tata McGraw Hill
5. Raymond Noe, Employee Training and Development, Tata McGraw Hill.

## **OPERATIONS MANAGEMENT**

### **Module 1 Introduction to Production & Operations Function**

Introduction to Production and Operations Functions – Scope of Production and Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non-Manufacturing operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

### **Module 2 Production & Operations Planning, Manufacturing System, Layout**

Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management – Plant Location & Layout: Steps in location selection – Factors influencing Layout – Principles of Layout - Layouts by Products and Process – Hybrid Layout – Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing – Capacity Planning

### **Module 3 Materials Management & Vendor Management**

Material Handling: Material Handling Principles – Types – Selection & Design of Material Handling System. Materials Management – Functions – Material planning and Budgeting – Value Analysis – Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems – Economic Order Quantity (EOQ) – Perpetual – Periodic – Just In Time (JIT) – Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criteria.

### **Module 4 Work Study & Maintenance**

Work study, Time and Method study: Definition – Importance – Aims and Procedures – Implications on Productivity – Work measurement – Work sampling – Work environment – Industrial safety – Value analysis. Basics of Maintenance Management – Maintenance Decisions

### **Module 5 Supply Chain Management & Lean Systems**

Supply Chain Management – Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management – Supply chain disruption- Bull Whip effect. Lean Systems – Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.

#### **Recommended Books:**

1. Lee J. Krajewski et al, Operations Management, Process and Supply chains. 11th Edition Pearson India Education Services Ltd. India
2. Russel & Taylor, Wiley, Management, Quality and Competitiveness in a Global Environment, Fifth Edition, India Edition
3. Buffa Sarin, Wiley, Modern Production and Operations Management, India Edition
4. Kanishka Bedi, Production and Operations Management, Oxford University Press.

5. Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
7. Mahadevan B, Operations Management Theory and Practice, Pearson Education, 2007.

## **OPERATIONS RESEARCH**

### **Module 1**

Introduction to Operations Research, Concept of Optimization, Decision making through Operations Research, Models and Modeling in OR, General methods for solving OR models, Application and Scope of OR – Basic OR models.

### **Module 2**

Linear programming- Formulation of LPP, Graphical method, Simplex method, Maximization problems – Minimization problems, Problems involving artificial variables. Concepts of Duality, Sensitivity analysis, Degeneracy in LPP. Integer Programming Problems, Gomory's cutting plane algorithm, Introduction to Branch and Bound Techniques (Theoretical aspects only)

### **Module 3**

Transportation problems: Formulation, Methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), Test for optimality (MODI Method), Unbalanced Transportation Problems, Maximization Transportation Problems. Assignment Problems: Formulation, Methods of solution, Hungarian method, Unbalanced problems, Maximization problems

### **Module 4**

Network Analysis: CPM and PERT-Time estimation-Critical Path, Basic Concepts of Crashing. Replacement Problems: Replacement of assets that deteriorate with time, Replacement of assets that fail completely.

### **Module 5**

Decision theory: Concepts of decision making, Decision making environments, Decision making under uncertainty, Decision making under risk, Decision tree analysis, Sensitivity Analysis – Game Theory: Concept of game, Two-person zero-sum game; N Person Game, Pure and Mixed Strategy Games, Saddle Point, Probability Method-Dominance Method and Linear Programming Method for solving Mixed Strategy Game.

### **Recommended Books:**

1. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi: Laxmi Publications, 2013.
2. Taha, Hamdy A. Operations Research: An Introduction (9/e). Prentice Hall, 2010.
3. Ravindran, A and Don T Phillips. Operations Research: Principles and Practice. John Wiley & Sons, 1987.
4. Vohra, N D. Quantitative Techniques for Management. Tata McGraw Hill Education, 2015

## **MANAGEMENT INFORMATION SYSTEM AND CYBER SECURITY**

### **Module 1 Foundation to Information System**

Basics - Data, Information, Information Technology- basic functions, Information System Roles of information systems, System concept and Organization as a system – Components of Information Systems and IS activities, Emergence of Digital Firm, Types of IS

### **Module 2 Information System in Business**

Business Information systems – Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP

### **Module 3 Management & Decision Support System**

Decision Support Systems – Types – Web based DSS – GDSS, Management Information Systems – MIS Implementation. Expert systems – Knowledge based expert systems and Executive Information Systems – Artificial Intelligence Technologies –Data Mining and Data Warehousing

### **Module 4 Strategic Role of Information System**

Strategic Uses of Information Technology –IT in the value chain –Business change models Business Process Re-engineering (BPR) – BPR versus continuous improvement – Seeking and gaining competitive advantage –Drivers of IT investments-Measuring the value of IT investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E- Business Applications and E-governance

### **Module 5 Cyber Security**

Securing Information Systems – System vulnerability and abuse – Wireless security challenges – malicious software –hackers and cyber vandalism – computer crime and cyber terrorism. Business values and ethics of security and control – Firewalls – Intrusion – Detection systems – Anti-virus software. Securing wireless networks – Encryption and public key infrastructure – ensuring system availability. Security issues for cloud computing and the mobile digital platform.

#### **Recommended Books:**

1. James A O'Brien, George M Marakas and Ramesh Behl, Management Information Systems, Ninth edition, Tata McGraw Hill Education Private Ltd, 2012
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
4. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012

5. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
6. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013

## **ORGANIZATIONAL BEHAVIOR**

### **Module 1 Introduction – Individual Behaviour**

Definition of Organisation Behaviour – Nature & Scope – Challenges & Opportunities for Organisation Behaviour – Individual behavior: Learning – Theoretical overview – Perception – Factors influencing perception – Perception & Individual Decision making – Values – Attitudes & its components – Personality – Myers Briggs Type Indicator, Big Five Model - Sixteen Personality Factor

### **Module 2 Motivation**

Motivation – Meaning, Definitions – Early Theories of motivation – Needs Hierarchy theory, Theory X & Y, Two-Factor theory; Contemporary Theories of motivation – Goal Setting Theory – Reinforcement Theory – Expectancy Theory – Applications of Motivation

### **Module 3 Group Behaviour & Teams**

Group Formation and Development; Group Dynamics; Team Building, Structure of Groups; Group Efficiency; Group Norms; Cohesiveness; Group Effectiveness; Group Decision Techniques; Application of Fundamental Interpersonal Relations Orientation (FIRO-B)

### **Module 4 Leadership & Power**

Leadership: – Leadership Theories: Trait Theories – Behavioural Theories – Contingency Theories: Fiedler Model – Path Goal Theory – Contemporary Leadership: Charismatic Leadership & Transformational Leadership – Power: Bases of Power – Power Tactics

### **Module 5 Organization System & Dynamics**

Organizational Culture – Organizational Change – Resistance to Change – Managing Change - Stress: Sources and Consequences, Stress Management Emotional Intelligence, Conflict, WLB - JoHari Window

#### **Recommended Books:**

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour – Pearson Education 15th edition,
2. Fred Luthans - Organisational Behavior - McGraw Hill
3. Kavitha Singh, Organisational Behaviour: Text & Cases – Vikas Publishing
4. Aswathappa K., Organisational Behaviour – Himalaya Publishing House

## **ENTREPRENEURSHIP & PROJECT MANAGEMENT**

### **Module 1**

Entrepreneur: Definition and Functions; Characteristics of Entrepreneur; Innovation and entrepreneur; Role of entrepreneur in economic development; Floating of small business: Features of small business; Advantages of small business; Setting up small scale industrial unit; Government regulatory framework for small business.

### **Module 2**

Identification of business opportunities for small business: project ideas, screening of project ideas; Environment scanning and opportunity analysis; Market demand analysis; Demand Forecasting; technical analysis: materials and inputs; production technology; product mix; Plant location and layout; selection of plant and equipment.

### **Module 3**

Concept of Project : Generation and screening of project idea-- Project formulation- market demand and situation analysis-- technical analysis; financial analysis, analysis of project risk, firm risk and market risk, cost benefit analysis, social cost benefit analysis—Environmental appraisal of projects – stress on environment--a project report preparation.

### **Module 4**

Project planning-- Developing project teams – Setting goals and getting commitment—Project Scheduling – Resource Management – Project Implementation-- Using micro soft project for project management: Major features of MS project and their application in project management.

### **Module 5**

Project Implementation---Project Management Organization--Importance of Project Management in organisation---monitoring and control of projects--parameters for monitoring and control--process of monitoring- Computer based Project Management.

### **Recommended Books:**

1. Prasanna Chandra: Projects – Planning, Analysis, Selection, Financing, Implementation and Review – CFM-MHE Professional Series in Finance, 8th Edition
2. Bhavesh M Patel : Project Management, Vikas Publications
3. R. Gopal, PradipManjrekar -Entrepreneurship & Innovation Management – Abe Books
4. Desai, Vasant – Entrepreneurship Management: Passion, Works, Wonders, Himalaya Publishing House

**MASTERS IN BUSINESS ADMINISTRATION**

**SEMESTER – III**

**CORE SUBJECTS**

# **BUSINESS ANALYTICS**

## **Module 1 Introduction to Business Analytics**

Business Analytics – Meaning & Evolution – Definitions – Characteristics – Types of Analytics – Emergence of Business Analytics as a Competitive Strategy – Concept of Big Data – Characteristics of Big data – Applications of Big data in management – Data Visualisation – Concept of Big Coin

## **Module 2 Analytics Domains & Cloud Computing**

Applications of Business Analytics: Financial Services Analytics – Marketing Analytics – Pricing Analytics – Retail Sales Analytics – Supply Chain Analytics – HR Analytics – Talent Analytics (Theoretical overview only). Cloud Computing – Meaning and Basic Concepts

## **Module 3 Descriptive Statistics & Artificial Intelligence**

Measures of Central Tendency – Measures of Dispersion – Karl Pearson & Spearman's Correlation – Simple & Multiple Regression Analysis. Artificial Intelligence (AI) – Concept – Basic Applications – Limitations of Artificial Intelligence – Potential Risk of AI

## **Module 4 Decision Theory**

Introduction – Steps of decision making process – types of decision-making environments – Decision-making under uncertainty – Decision-making under Risk – Decision tree analysis (only theory). Design of Experiments: Introduction – Simple comparative experiments – Single factor Experiments – Introduction to factorial designs

## **Module 5 Analytical Techniques**

Cluster Analysis: Introduction – Visualization techniques – Principal components – Multidimensional scaling – Hierarchical clustering – Optimization technique – Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis Discriminant Analysis: Introduction – Linear Discriminant analysis (Basic concepts only)

### **Recommended Books:**

1. James R. Evans, Business Analytics: Methods, Models & Decisions, first edition, Prentice Hall
2. PurbaHaladyRao, Business Analytics: An Application Focus, PHI Learning
3. Gupta, S.C., Fundamentals of Statistics, Himalaya Publishing House

# **RESEARCH METHODOLOGY**

## **Module 1 Introduction to Research**

Research – Meaning - Definitions – Characteristics – Nature & Scope of Research – Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal – Application of Research in Business: An overview – Ethics in Business Research

## **Module 2 Research Design**

Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs: Exploratory Research – Features – Methods of Exploratory Research: Literature Search – Focus Group Discussion & Expert Opinion Method – Comprehensive Case Method. Descriptive Research: Types of descriptive research – Cross sectional studies and longitudinal studies

## **Module 3 Sampling & Data Collection**

Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments

## **Module 4 Measurement Scales & Data Analysis**

Measurement Scales: Basic measurement scales – Nominal, Ordinal, Interval, & Ratio Scales – Attitude measurement. Preparation of data – Editing, coding, classification, tabulation, validation of data. Formulation of Hypotheses – Parametric & Non-Parametric Tests – Basics of Multivariate Analysis – Factor Analysis & Discriminant Analysis (Theory) – Use of Statistical Software in Business Research

## **Module 5 Research Report Writing**

Research reports - Different types of reports – Different formats of research reports – Use of information technology in research – Research Citation – Citation styles –Oral presentations of reports. Research applications in functional areas of management

### **Recommended Books:**

1. Kothari C.R, Research Methodology: Methods and Techniques, New Age International Publishers
2. Cooper and Schindler, Business Research Methods, 12th Ed. Tata McGraw Hill

3. Krishnakumar K.N., SivakumarAppaIyer, Mathirajan M., Management Research Methodology, – Pearson Education
4. PaneerSelvam, Research Methodology, Prentice Hall India
5. Naresh K Malhotra – Marketing Research: An Applied Orientation, PearsonEducation, New Delhi.

**MASTERS IN BUSINESS ADMINISTRATION**

**SEMESTER – IV**

**CORE SUBJECTS**

# **STRATEGIC MANAGEMENT**

## **Module 1 Introduction to Strategic Management**

Introduction to Strategy – Concept of Strategy -Strategic Management Process –Vision & Mission – Characteristics of good mission statements - Objectives and Goals – 7S Framework – External Environmental Analysis –Macro Environment and Industry Analysis – Porter’s Five Forces Analysis –Internal Analysis - SWOT Analysis –Resource Based View – Value Chain Analysis - Strategic Analysis

## **Module 2 Types of Strategies**

Levels of Strategy – Business level strategies – Generic Strategies - Cost leadership – Differentiation – Focus – Corporate level strategies- Stability strategies, Expansion strategies – Intensification, Integration, Diversification strategies – Mergers, Acquisitions, Strategic Alliances, Turnaround, Divestment and Liquidation Strategies – Strategies for Stable and Dynamic markets – Global strategies – Functional Strategies

## **Module 3 Strategy Implementation and Control**

Strategy Implementation – Resource Allocation – Leadership in Strategic Management – Strategy, Structure and Organisation Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix, GEC Model, Product-Market Evolution Matrix, TOWS Matrix, etc, Review &Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise, Surveillance, Implementation and Strategic Alert Control

## **Module 4Corporate Management and Governance**

Corporate Management and Corporate Governance – Role and Functions of Board of Directors - Role and Skills of Top Management – Innovation and Creativity – Innovation Culture – Learning Organization – Corporate Social Responsibility – Sustainability and Strategic Management – Integrating Social & Environmental Sustainability issues in Strategic Management – Triple Bottom Line

## **Module 5 Recent Developments in Strategic Management**

Core Competence as the Root of Competitive Advantage – Blue Ocean Strategy – Difference between Blue Ocean & Red Ocean – Strategy Canvas, Value Curve & Four Actions Framework – New Business Models for Digital Economy – Ecommerce Business Models – Strategies for Small and Medium Enterprises – Strategies for Non Profit Organisations

**Recommended Books:**

1. Hill, Charles W.L. and R. Jones, Gareth – Strategic management: An integrated Approach, Cengage
2. Azhar Kazmi, Strategic Management – Tata McGraw Hill
3. Srinivasan R – Strategic Management: The Indian Context, Prentice Hall of India
4. Srivastava RM – Strategic Management: Concepts, Skills and Practices, Prentice Hall of India.
5. Mason Carpenter, Gerard Sanders, Prashant Salwan – Concepts and Cases Strategic Management: A Dynamic Perspective, Pearson Education, India

## FINANCE ELECTIVES

<b>Sl. No.</b>	<b>Elective Course</b>	<b>Semester</b>
01.	Cost & Management Accounting	S3
02.	Security Analysis & Portfolio Management	S3
03.	Corporate Restructuring	S3
04.	Bank Management	S3
05.	Financial Derivatives	S3
06.	International Finance & Forex Management	S3
07.	Corporate Taxation	S4
08.	Management of Financial Services	S4
09.	Rural Economy & Micro Finance	S4
10.	Risk Management & Insurance Services	S4

# **COST AND MANAGEMENT ACCOUNTING**

## **Module 1**

Introduction to Cost Accounting: Nature and Scope of Cost Accounting - Meaning of Cost Accounting and Cost Accountancy - Objectives of Cost Accounting - Advantages and Limitations of Cost Accounting - Distinction between Financial Accounting, Cost Accounting and Management Accounting.

## **Module 2**

Costing for Management: Costing as an aid to Management – Principles of Cost Accounting - Characteristics of an Ideal Costing System - Methods of Costing – Types of Costing - Elements of Cost – Cost Sheet or Statement of Cost.

## **Module 3**

Marginal costing and Absorption costing: Meaning, Advantages and Limitations of Absorption Costing - Meaning and Features of Marginal Costing – Cost Volume Profit Analysis – Management uses of Break Even Analysis.

## **Module 4**

Standard Costing: Meaning and uses of Standard Cost - Procedures of setting Standards - Variance Analysis - One way and Two way Analysis of Variance - Overall Cost Variance - Material Variance, Labour Variance, Overhead Variance, Material Price Variance, Material Usage Variance, Material Yield Variance, Material Mix Variance, Labour Cost and Time Variance, Labour Mix and Yield Variance, Overhead Volume and Expenditure Variance.

## **Module 5**

Budgetary Control: Meaning and Need for Budgets - Budget, Budgeting and Budgetary Control - Objectives of Budgetary Control - Budgetary Control and Accounting - Preliminaries of Budgetary Control - Budget Manual - Different types of Budgets: Fixed Budget, Flexible Budget, Cash Budget, Sales Budget - Advantages and Limitations of Budgetary Control.

### **Recommended Books:**

1. Maheswari S N & Mittal, Advanced cost accounting
2. Arora M N, Cost and management accounting, Himalayan publications
3. Prasad N K, Advanced cost accounting.
4. Maheswari S N, Cost and management accounting,

# **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

## **Module 1**

Investments. Concepts, types of investments, Objectives of investments, types of investors. Types of investors – Speculation, gambling – security and non security form of investments – source of information for investments- Investment instruments.

## **Module 2**

Stock markets – Financial markets – Primary and Secondary Markets – Trading and settlement process in stock markets- BSE and NSE – On line trading – Dematerialization – Depository services

## **Module 3**

Risk and return Risks - factors contributing to risks – types of risks- risk and risk aversion – Behaviour of risks market prices – Measurement of risks – Capital Asset Pricing Model (CAPM)

## **Module 4**

Security Analysis - Fundamental, technical, Industry , Company, analysis – Theories – Dow theory, Elliot wave theory , Random walk theory

## **Module 5**

Portfolio Analysis –Theories , Markowitz theory – Efficient frontier, Sharpe single index, Multi index models – Portfolio performance evaluation – Sharp and Treynor and Jensen's measure – Portfolio strategy

### **Recommended Books:**

1. Francis J.C. – Investment Analysis and Management, McGraw-Hill, New York.
2. Prasanna Chaandra – Investment Analysis and Portfolio Management, Tata McGraw Hill,
3. Avadhani, V.A. – Securities Analysis and Portfolio Management, Himalaya Publishing House, Mumbai
4. Kevin S. – Portfolio Management, Prentice Hall India Publishing, New Delhi
5. Bhalla V.K. – Investment Management, S.Chand & Co., New Delhi
6. Markowitz, Harry – Portfolio Selection, Journal of Finance

# **CORPORATE RESTRUCTURING**

## **Module 1**

Corporate Restructuring – Meaning, Need, Objective, Types of Restructuring – Mergers, Acquisitions and Takeovers – Causes – Theories of Merger.

## **Module 2**

Mergers and Acquisitions – Legal, Procedural, Economic, Accounting, Taxation and Financial aspects of Mergers and Acquisitions – Interests of small investors. Amalgamation of Banking companies and Government Companies – Concept of Corporate demerger and Reverse Merger – Modes of Demerger.

## **Module 3**

Takeovers: Meaning and Concept, Types, Legal aspects – Bail out Takeovers, Takeover of Sick Units– Takeover Defences – Cross border Takeovers - Funding of Merger and Takeover.

## **Module 4**

Regulatory frame work for Mergers and Acquisitions: Indian Companies Act 1956, Competition Act 2002, Income tax Act 1961, SEBI (substantial Acquisition of shares and Takeovers) Regulations 2011.

## **Module 5**

Post Merger Integration – Success factors for Post Merger Integration, Ingredients of Integration, Timing and speed of Integration, Challenges in Integration – Steps for Successful Integration.

### **Recommended Books:**

1. Rajesh Kumar B, Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd, New Delhi, 2002
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Bizantra, New Delhi 2012
3. Sharma L.M., Amalgamaion, Mergers,Takeovers, Acquisitions – Principles & Practices & Regulatory Frame work: Company Law Journal, New Delhi
4. Verma J.C., Corporaste Mergers, Amalgamations & Takeovers, Bharat Publishing House, New Delhi
5. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India 2011
6. Sridharan & Pandian, Guide to takeovers & Mergers, Wadhwa and Company Law Publisher, Nagpur

# **BANK MANAGEMENT**

## **Module 1**

Overview of Banking System in India: Evolution of banks – Structure of Banking in India – Whole sale banking – Retail banking – Fund based and Non Fund Based Income – Ancillary Services – Agency Services – Credit Creation – Priority Sector Lending – Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act.

## **Module II**

Functions of Commercial Banks- Agency Services – General utility services-Credit Creation- Banker – Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment- Right of Lien &Set off–Garnishee Order-Law of Limitation.

## **Module III**

Technology in bank operation: Bank computerization, Banking Software, Core Banking – Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking – Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque , Plastic Money, Remittance Facilities & Clearing System, Fund Transfer – NEFT/RTGS/SWIFT.

## **Module IV**

Evaluating Banking Performance – ROE Model – CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management- Non Performing Assests (NPA) – BASEL Norms. CIBIL Rating, Know Your Customer (KYC) Norms and Anti Money Laundering Act.

## **Module V**

Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, White Label ATM, Fee Based Income - Banking: changing dynamics in banking industry - E wallet

### **Recommended Books:**

1. Gorden E and Natarajan K – Banking Theory, Law and Practice, Himalaya Publishing House.
2. IIBF, Central Banking, McMillan Publishers.
3. Indian Institute of Banking & Finance – Principles and Practice of Banking, McMillan Publishers, New Delhi.
4. Kaptan S. S & Choubey N.S. – Indian Banking in Electronic Era, Sarup & Sons Publishers (2003).
5. Muraleedharan D. – Modern Banking: Theory and Practice, PHI Learning Pvt. Ltd.
6. Shekhar K C & LekshmyShekar –Banking Theory and Practice, Vikas Publication House, New Delhi.

# **FINANCIAL DERIVATIVES**

## **Module 1 –Introduction to Derivatives**

Introduction – Meaning of Derivatives evolution of Derivatives – Origin of Derivatives Trading – Significance and limitations of Derivatives – Derivatives trading in India – Derivatives in Indian context – Trading Infrastructure.

## **Module 2 Basics of Forwards**

Introduction –Advantages and limitations of forward contracts – Determination of Forward Prices – Simple Interest Method – Continuous Compounding – Currency Forwards.

## **Module 3–Fundamentals of Financial Futures**

Future contracts – Features – Uses of futures – Long and short position – Stock Futures and Index Futures – Interest Rate Futures - Currency futures – Designing future contracts – Hedging positions in futures.

## **Module 4 – Basics of Options**

Option terminology- Basic properties of Options – Stock Index and Currency Options – Exotic Options – Binomial option pricing – Black – Scholes Model of pricing.

## **Module 5 - Swaps**

Fundamentals for Swaps – Financial Swaps – Meaning – Importance – Types of Financial Swaps – Accounting and administration of Derivatives – Regulation of Derivatives.

### **References**

1. Kevin S – “Commodity and Financial Derivatives “- PHI Learning (P)Ltd.
2. Kumar SSS – Financial derivatives, PHI Learning (P) Ltd. – New Delhi
3. John C Hull – Fundamentals of Futures and Options Market, Pearson Education

# **INTERNATIONAL FINANCE & FOREX MANAGEMENT**

## **Module 1 International Financial Environment & International Sources of Finance**

International financial environment – Framework overview of international economic institutions – Regional economic integrations, Bond financing – Loan financing – Securitized financing – Equity financing

## **Module 2 International Financial Market**

Creation of Euro – Euro Currency Market – European Monetary System – Basic concept of International Monetary market – International money market instruments – Forex Market – Spot Market - Future & Option market – International Stock Markets and Bond Markets

## **Module 3 International Investment Decisions**

International Investment Decisions - Foreign Direct Investment, International Portfolio Investment, International Capital Budgeting, Evaluation and Management of Political Risk. International Financing Decisions: Financial Choices for an MNC, Capital and Money Market Instruments.

## **Module 4 Forex Management**

Origin and concept of Foreign Exchange – Difference between fixed and floating rate – Exchange rate movements – Factors influence exchange rate – Purchasing power parity – Real interest parity – parities conditions and managerial implication – Time sources forecasting model – International Fisher's effect

## **Module 5 Currency Derivatives**

Forex transactions and derivatives instruments traded in Forex market such as Forward, Future, Swaps and Option (Currency Future market and Currency Options market)

### **Recommended Books:**

1. Buckley Adrian Multinational finance – PHI, New Delhi
2. Shapiro A C, Multinational financial management – PHI, New Delhi
3. Levi D, Maurice, International finance – Routledge
4. Krugman Paul R, Obstfeld, Maurice and melitz marc, International economics – Pearson India

# **CORPORATE TAXATION**

## **MODULE 1**

Income Tax Act – Basic concepts and definitions; Income; Agricultural income; Assessee; Person; Average rate of tax; Assessment year; Previous year; Residential status; Residence and Incidence of Tax - Heads of Income.

## **MODULE 2**

Computation of income under the head Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of Accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on Computation of Income from Business or Profession.

## **MODULE 3**

Computation of Total Income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses. Assessment of companies: Definition of Company; Indian Company; Domestic Company; Foreign Company; Obligation of companies; Computation of Taxable Income; Determination of tax liability

## **MODULE 4**

Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, Repair or Replace decisions and Shut Down or Continue Decisions.

## **MODULE 5**

Tax planning with respect to managerial remuneration, mergers and acquisitions, Foreign Collaborations and Joint Ventures, Implications of avoidance of double taxation agreements.

### **Recommended Books:**

1. Ahuja, G.K. and Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, Allahabad 1999.
2. Singania, Vinod K.: Direct Taxes: Law and Practice, Taxman, Delhi 1991.
3. Prasad, Bhagavati: Direct Taxes: Law and Practice.
4. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi 1986.

# **MANAGEMENT OF FINANCIAL SERVICES**

## **Module-1 Basic Theoretical Framework**

The financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. Universal banking; Financial Intermediaries and Financial Innovation; RBI- Central Banking.

## **Module-2 Financial Institutions**

Brief historical perspective of Financial Institutions – An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC and GIC – The Banking Institutions: Commercial Banks – Public Vs Private sectors – Structure and comparative performance. The problems of competition; Interest rates, Spreads – Structure and NPAs. Bank capital- adequacy norms and Capital Market support.

## **Module-3 Non-banking Financial Institutions**

Evolution, control by RBI and SEBI- A perspective on future role. Unit Trust of India and Mutual Funds, Reserve Bank of India Framework for/Regulation of Bank Credit, Commercial Paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.

## **Module-4 Insurance**

The Economics of Insurance – Life Insurance; Reinsurance; Insurance Industry and its Regulation. Efficiency and the structure of the Insurance Industry; Pension Funds; Pension Plans

## **Module-5 Financial Services**

Asset/Fund based financial services – Lease Finance, Consumer Credit and Hire Purchase Finance, Factoring: Definition, Functions, Advantages, Evaluation and Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based/Advisory services: Stock Broking, Credit Rating.

### **Recommended Books:**

1. Bhole L.M and JitendraMahakud, Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw Hill Publication Limited, New Delhi.
2. Khan M.Y., Financial Service, Tata McGraw Hill Publication Limited, New Delhi.
3. Roshna Varghese &K. Sreeranganadhan, Corporate Disclosure by Indian Companies, Serals Publications, New Delhi.
4. Shanmugham R, Financial Services, Wiley India Pvt. Ltd., New Delhi, 2010.

## **RURAL ECONOMY & MICROFINANCE**

### **Module 1**

Features of Rural India - Economic, Demographic and social – Causes of rural poverty – Rural development policy of the Government since 1947 – Five year plans – Impact of economic reforms, demonetisation on rural Economy.

### **Module 2**

Role of RBI and NABARD in the rural economy – Rural Financial services – Rural Credit Institutions – Role of Indigenous bankers – Role of information and communication technologies – Role of Grameen banks, scheduled banks – rural lending by scheduled banks - problems of rural branches of scheduled banks - Microcredit - Group lending – Repeat lending etc. – Subsidy linked programs of the Government.

### **Module 3**

Microfinance as a development strategy - Evolution of microfinance – Microfinance as an industry – Models of microfinance operating in India – Role of self help groups – Gender issues – opening new areas of operation

### **Module 4**

Intermediaries for microfinance – Lead Bank program – various forums of coordination (DCC, Sc & DLRC) - service area approach – Financial inclusion and rural development – Implementation of Social Banking

### **Module 5**

Financial Evaluation of Microfinance institutions in India – Financial Statement Analysis of Microfinance Institutions – Analysis of financial performance ratios – Rating of Microfinance Institutions.

#### **Recommended Books:**

1. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,
2. PaiPanandikar & Mehra NC, National Institute of Bank Management, Pune
3. Indian Institute of Banking and Finance, Microfinance : perspectives and Operations, Macmillan India Limited, 2011
4. Bandyopadhyay, S C, Rural Banking
5. Desai Vasantha, Indian Banking – nature and Problems, Himalaya Publishing
6. Datt, Sundaram, Indian Economy. S Chand & sons,
7. Amithabh Bhattacharya, Indian Economic Problems, Metropolitan Publications

# **RISK MANAGEMENT & INSURANCE SERVICES**

## **Module 1 Introduction to Risk Management**

Introduction to Risk – Meaning of Risk and Uncertainty, Types of Risk- Sources of risk identification Risk Measurement. Risk Management Process- Objectives of risk management- importance of risk management in business organisation- overview of tools for risk management.

## **Module 2 Insurance Business**

Concept of insurance, Need for insurance, Legal aspects of insurance contracts, Objectives of insurance contract- Structure of insurance industry- Property & liability coverage- Classification of policies- Annuity- Pension Fund- ULIP- Institutions for insurance & reinsurance.

## **Module 3 Life Insurance**

Life insurance – Types of life insurance – Premium – Factors determining premium –Life Insurance Corporation of India, Other Life insurance companies. Actuaries- Actuarial science – Functions of actuaries – Property & liability coverage

## **Module 4 General Insurance**

General insurance: Wealth insurance, Fire insurance, Marine insurance, Motor insurance, Theft insurance, Travel & other insurances. GIC & other General insurance providers.

## **Module 5 Indian Insurance Industry**

Growth & Development of Indian insurance industry- Government Regulations in insurance sector. Insurance Act 1938 and IRDA – Globalization of Indian Insurance sector. Foreign Insurers India. Insurance and Tax planning. Recent trends in Insurance Business.

### **Recommended Books:**

1. Dr. P K Gupta: Insurance and Risk management, 1st Edition, Himalaya Publishing House
2. Risk Management & Insurance: Scott Harrington and Gregory Niehaus, Tata McGraw Hill, 2nd edition 2004
3. Risk management and insurance: Arthur C Williams and Richard M Heins: McGraw Hill
4. Prof. K S N Murthy & KVS Sharma: Modern law of Insurance in India, N M Tripathi (P) Ltd, Bombay

## MARKETING ELECTIVES

<b>Sl. No.</b>	<b>Elective Course</b>	<b>Semester</b>
01.	Agro-Business & Rural Marketing	S3
02.	Integrated Marketing Communications	S3
03.	Product & Brand Management	S3
04.	Retail Business Management	S3
05.	Services Marketing	S3
06.	Digital Marketing	S3
07.	Consumer Behaviour	S4
08.	Customer Relationship Management	S4
09.	Marketing of Hospitality & Tourism	S4
10.	Marketing Research	S4

# **AGRO BUSINESS AND RURAL MARKETING**

## **Module 1 Introduction to Agro-Business**

Marketing of Agro-products – Features, Nature, Scope, Objectives, Methods, Challenges, and Opportunities – Agricultural Markets – Scope of Agro based Industries in India

## **Module 2 Rural Markets**

Rural markets – Definition- Evolution - Current Scenario – Structure of Rural markets - Urban Vs Rural markets –Rural Environment – Demographic, Physical, Social, Political, Economic, Technological – Profile of Rural Consumer – Consumer Buying Behaviour

## **Module 3 Rural Marketing Decisions – Product & Price**

Segmenting, Targeting and Positioning – Product Decisions – Product and Branding Strategy, Marketing of Services – Pricing Decisions – Challenges, Pricing Strategy in Rural Market

## **Module 4 Rural Marketing Decisions – Place & Promotion**

Distribution Decisions – Channel Behaviour, Challenges, Distribution Models – Promotion Decisions– Process, Challenges, Methods, Media mix, ICT in Rural markets

## **Module 5 Future of Agro Business and Rural Marketing**

Rural Boom- New Opportunities in Rural markets – Focused Marketing Strategies – Market Research – Inclusive Marketing - E-Rural marketing – Innovations in Consumer Finance – Innovations in Distribution, Retailing

### **Recommended Books:**

1. Kashyap, P., Rural Marketing – Pearson, New Delhi.
2. Krishnamacharyulu C.S. & Ramakrishnan L., Rural Marketing-Text and Cases – Pearson, New Delhi.
3. Arora R.C., Integrated Rural Development – McGraw Hill, New Delhi
4. Badi&Badi Rural Marketing – Himalaya Publishing New Delhi.

# **INTEGRATED MARKETING COMMUNICATIONS**

## **Module 1 Introduction to Integrated Marketing Communications**

Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organisational approaches and barriers to integration – Value addition through IMC

## **Module 2 Advertising Strategies in Modern Marketing**

Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Unique Selling Propositions – Brand Image Creation through Advertising – Types of Media & Advertising – Celebrity Endorsements & Ethics in Advertisement – Pros & Cons of Advertising

## **Module 3 Sales Promotion Strategies, Direct Marketing & Personal Communication**

Consumer Promotion – Elements – Trade Promotion – Objectives & Types – Exhibitions & Event Management – Creating Word of Mouth – Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations

## **Module 4 Managing Integrated Marketing Communications**

Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM - Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication Effectiveness, Conducting research to measure Communication Effectiveness.

## **Module 5 Promotional Agencies & Ethics in Promotion**

Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies – Ethics and social responsibility in IMC Campaigns - Impact of technology on MARCOM - Introduction to International marketing communications, Relevance and challenges

### **Recommended Books:**

1. Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003. Mitchell, W. M. (2016).
2. Advertising and IMC Principles and Practices. Pearson. Shah, D. (2009).
3. Advertising and Promotions - An IMC approach. Tata Mcgraw Hill. Shimp, A.
4. Advertising, Promotion and other aspects of IMC (9 Ed.). Cengage. Shrimp.
5. Advertising and Promotions - An IMC approach. Cengage Learning. Sirgy, R. (2001).

# **PRODUCT & BRAND MANAGEMENT**

## **Module 1 Introduction to Product Management**

Product Management – Product – Definition, Levels of Product; Meaning of Product Management, Scope and Importance; Role of Product Manager; Product Mix – Product Line Strategies; Challenges in Product Management

## **Module 2 Marketing Planning Process**

Category Attractiveness Analysis, Competitor Analysis, Consumer Analysis – Sales Forecasting, Developing Product Strategy – Setting Objectives, Selection of Strategic Alternatives, Differentiation and Positioning.

## **Module 3 New Product Development**

Categories of New Product; Adoption Process; Diffusion of Innovation – Stages in New Product Development – New Product Demand Forecasting Models – New Product Launch Strategies; New Product Success & Failures- Indian cases

## **Module 4 Understanding the role of Branding & concepts of Brand**

Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of Brand Building Process – Customers and Brands: Understanding brands from the customer's perspective – Brand Positioning – Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships – Importance of Branding – Basic branding concepts – Brand Image, Brand Identity, Brand Equity and Brand Loyalty; Product Vs Corporate Branding: Major Branding decisions

## **Module 5 Elements of Brand**

Sensory Branding – Emotional Branding – Brand Architecture – Brand Equity & Customer based Brand Equity – Brand Portfolio – Brand Communication – Brand Valuation Methods, Brand Revitalization, Brand Audit, Global Brands – Successful Indian Brands & Reasons for Success

### **Recommended Books:**

1. Kevin Lane Keller – Strategic Brand Management, Pearson Education, India.
2. U.C. Mathur – Product management, Excel Books, New Delhi, India.
3. K S Chandrasekar – Product Management: Text and Cases, Himalaya Publishers
4. Kapferer – Strategic Brand Management, Kogan Page, New Delhi, 2012
5. SubratoSen Gupta – Brand Positioning, Tata McGraw Hill, Delhi

# **RETAIL BUSINESS MANAGEMENT**

## **Module 1 Introduction to Retailing**

Retailing – Meaning – Theories of retailing- management of service & quality in retailing, world Retail scenario- retailing in developing countries- Indian retail scenario and its future prospects – Organised Vs Unorganised Retailing - Classification of Retail Stores- Growth of Retail formats –High street and Malls- Mall management – Multi Channel Retailing : Meaning, the evolution toward multi channel retailing – Franchising : Types, advantages, challenges, Franchising in India.

## **Module 2 Understanding Retail Consumers**

Store formats – Store location – Location analysis – Store positioning - Store design and Visual Merchandising – Breakdown of Retailing as a product – Role of private labels – Retail Pricing: Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP

## **Module 3 Store operations management and Retail Strategy**

SCM – Supplier Relations – Logistics in retailing – Merchandise buying and management – Warehousing – Inventory control – Franchisee operations – International retailing-motives, reasons and typologies for international expansion – Building a sustainable competitive advantage, customer loyalty, location, Human resource management, Distribution and information systems, unique merchandise, Vendor relations Multiple sources of advantages : Strategic Retail Planning Process

## **Module 4 Store management**

Responsibilities of Store Managers Store Planning, Location Planning – Store Design & Retail image mix, Space mix – Effective retail Space Management, Store layout, Floor space management and Visual Merchandising and Displays

## **Module 5 Retail promotions- Impact of Information Technology in Retailing**

Integrated Systems and Networking – EDI, Bar Coding, RFID, Customer Database Management, Electronic Retailing – Role of Web, Online Retailing, Future Trends – CRM – Retail finance – Retail Statutory Obligations – Consumerism & Ethics in retailing – Corporate Social Responsibility

### **Recommended Books:**

1. Michael Levy, Barton Weitz, Retail Management, McGraw Hill
2. Chetan Bajaj, RajnishArya, NidhiVarmaSrivatava, Retail Management, Oxford Publishing, India
3. Barman, Evans &Mathur, Retail Management- A Strategic Approach, Pearson Publications
4. Retailing Management, Gibson C Vedamani ,Jaico Publishing House, Mumbai

5. Retail Strategies- understanding why we shop, Jim, Jaico Publishing House, Mumbai
6. Retail Management, Dunne Lusch, South Western Cengage Learning
7. Store Management, K.S. Menon, Macmillan India Ltd.,

# **SERVICES MARKETING**

## **Module 1 Introduction to Services Marketing**

Services Marketing – Characteristics – Tangibility Spectrum – Classification of Services – Growth of Services in Indian economy – Influencing Factors – Goods Vs Services Marketing – Challenges for Service Organizations

## **Module 2 Buyer Behaviour & Selecting Service Markets**

Consumer Decision Making Process in Services – Customer Expectations & Zone of Tolerance – Determinants – Segmentation, Targeting & Positioning – Service Strategy – Managing Demand and Capacity

## **Module 3 Elements of Services Marketing Mix**

Inadequacy of 4 Ps – Extended Services Marketing Mix – Service Product Development – Role of Customer & Value Creation – Branding of Services – Pricing of Services – Strategies – Educating & Promoting Services – Managing People for service advantage – Mediocrity & Success – Process in Services – Services Blueprinting – Service Environment – Servicescapes – Physical Evidence & Challenges

## **Module 4 Managing Relationship & Service Quality**

Customer Relationships in Services – Loyalty – Managing Service Quality – GAP & SERVQUAL MODELS – Measuring Service Quality – Strategies to improve Service Quality

## **Module 5 Services Industries in India**

Marketing of Tourism, Travel & Transportation Services – Marketing of Financial Services: Banking, Insurance & Mutual Funds. Communication & Information Services: Telecom & Postal Services, Courier. Marketing of Professional Services: Healthcare, Consultancy, Information Technology, Promotion Services – Marketing of Educational Services – Charities & Social Services Marketing

### **Recommended Books:**

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – Services Marketing: People, Technology, Strategy – 6th Ed. – Pearson
2. Harsh V. Varma – Services Marketing – Text & Cases – 2nd Ed. – Pearson
3. Marie J. Bitner, Valarie A. Zeithaml – Services Marketing – Tata McGraw Hill
4. Helen Woodruffe – Services Marketing – Longmen Group
5. Adrian Payne – The Essence of Services Marketing – Prentice Hall India

# **DIGITAL MARKETING**

## **Module I**

Introduction -Introduction to marketing in the digital environment, Types of web presence, website development and management issues, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfillment options and strategies, Introduction to payment gateways and PayPal

## **Module II**

Web Analytics- Audience profiling and segmentation, Internet usage patterns , Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

## **Module III**

Search Engine Marketing- Email campaign creation and management, Google Ad words, search and display on search engines, pricing models online, Introduction to page rankings, Google Ad words analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing – Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo - Search Methodology. Copy writing for Online Advertisements.

## **Module IV**

Social Media and e-PR- Social Media Platforms - Face book, LinkedIn, Twitter, YouTube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Online PR and Reputation Management.

## **Module V**

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

**Recommended Books:**

1. Ted Schadler, Josh Bernoff, and Julie Ask, The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment (ISBN 978-0991361007)
2. Jeff Hasen, The Art of Mobile Persuasion: How the World's Most Influential Brands are Transforming the Customer Relationship Through Courageous Mobile Marketing (ISBN 978-0986148330)
3. The Big Data-Driven Business: How to Use Big Data to Win Customers, Beat Competitors, and Boost Profits - Russell Glass, Sean Callahan, John Wiley and sonsInc.
4. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, Ist Edition, 2009
5. Grienstein and Feinman- E-commerce –Security, Risk Management and Control(TM),The Consumer Decision Journey, McKinsey Quarterly, No3, 2009

# **CONSUMER BEHAVIOUR**

## **Module 1 Introduction to Consumer Behaviour**

Consumer Behaviour – Nature & Relevance of Consumer Behaviour studies in marketing decisions Factors influencing consumer behaviour – Consumer buying decision process with illustration –Buyer roles assumed by consumers – Levels of consumer decision making

## **Module 2 Psychological Influences on Consumer Behaviour**

Role of Self Image & Personality – Personality Theories & Behaviour of Consumer – An overview – Personal values & Consumption – Modern Trends in Lifestyles of Consumer – Memory, Learning & Perception – Its impact on Consumer Behaviour – Role of Motivation in Consumer Behaviour – Beliefs & Attitudes and its impact on Consumer Behaviour

## **Module 3 Sociological Influences on Consumer Behaviour**

Culture & its impact on Consumer Behaviour – Impact of Government & Laws on Culture – Promotions & Communication by marketers based on Culture in India – Case Studies – Cross Cultural Perspectives – Sub-Culture: Influence of sub-culture on Consumer Behaviour – Sub-Culture based on Geographic Region & Religion – Its impact on Consumer Behaviour – Social Class in India – Applications to Consumer Behaviour

## **Module 4 Group Influences on Consumer Behaviour**

Reference Groups & Its impact on Consumer Behaviour – Consumer relevant groups – Factors affecting Group Influence – Household as a consumption unit – Family: Role of family in buying decisions – Family Life Cycle & Its impact on Consumer Behaviour

## **Module 5 Consumer Rights & Protection**

Consumerism: Concept & Evolution – Consumer Rights in India – Consumer Protection – Provisions Recent Trends in Consumer Rights Protection

### **Recommended Books:**

1. Schiffman L.G. and Kanuk L.L. (2006), Consumer Behaviour, Latest Edition, Pearson Education, New Delhi.
2. RamanujMajumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011
3. Jay D. Lindquist, M. Joseph Sirgy (2009), Consumer Behaviour, Latest Indian Edition, Cengage Learning
4. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGrawHill. New Delhi
5. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western.

# **CUSTOMER RELATIONSHIP MANAGEMENT**

## **Module 1 Introduction to Customer Relations Management (CRM)**

Consumer, Client & Customer – Differences – Customer Relations: Meaning – Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, CRM Constituencies – Models for CRM

## **Module 2 Understanding Relationships**

Relationship Quality, Customer satisfaction, Loyalty and business performance, Reaching the satisfaction – profit chain, Relationship management theories, Planning & implementing CRM Projects

## **Module 3 Customer Database**

Developing, managing and using customer related databases, developing a customer related database – Data integration, Data ware housing, Data access & interrogation, Data mining, privacy issues, Customer Portfolio Management (CPM), Basic discipline of CPM, Market segmentation, Sales forecasting life time Value estimation.

## **Module 4 Customer Relationship Management Expenses**

Customer relationship management and Customer expenses – Experimental marketing strategies and tactics, Features of CRM software applications that influence customer experience, creating value for customers, Customer acquisition, Customer retention and development

## **Module 5 Managing network for customer relationship management performance**

Managing investor and employee relationships, IT for CRM, Sales force automation, marketing automation, service automation, Organizational issues and CRM

### **Recommended Books:**

1. Francis Buttle, Customer Relationship Management: Concepts and Technologies – Routledge, New Delhi
2. V.Kumar & Werner Reinartz, Customer Relationship Management: Concepts, Strategy & Tools – Springer
3. Mullick N.H., Customer Relationship Management – Oxford University Press

# **MARKETING OF HOSPITALITY & TOURISM**

## **Module 1 Introduction to Tourism & Hospitality Marketing**

Characteristics of Hospitality Service Product – Hospitality and tourism marketing environment – Concept, Hospitality and travel marketing system, Eight P's of hospitality marketing; Hospitality and tourism customers

## **Module 2 Understanding Hospitality Tourism Market**

Characteristics of hospitality and tourism marketing, Strategies to manage hospitality & tourism services, Consumer markets and buying behaviour, Organisational buyer and Group market, Destination marketing, Conference and event marketing, Market segmentation, Targeting and positioning in Hospitality industry – Preparation of Marketing Plan

## **Module 3 Hospitality Products**

Development of new products in hospitality industry – Designing and managing products- Core products, Facilitating products, Supporting products, Branding, Internal and interactive marketing, Marketing mix strategies

## **Module 4 Pricing & Distribution in Hospitality & Tourism Industry**

Pricing of hospitality products – Pricing strategies – New product pricing, Existing product pricing, Psychological pricing and promotional pricing. Other pricing considerations. Distribution channels, Nature and importance of distribution system, Marketing intermediaries – Travel agents and tour wholesalers

## **Module 5 Communication & Promotion in Hospitality & Tourism Industry**

Communication and promotion policy- Advertising, direct marketing, sales promotion, personal selling – Viral marketing, Building customer loyalty in Hospitality industry

### **Recommended Books:**

1. Philip Kotler, John Bowen and James Makens, Marketing for Hospitality and Tourism:
2. Shoemaker, S., Lewis, R., Yesawich. Marketing Leadership in Hospitality & Tourism (4th. Ed).
3. Alastair M. Morrison, Hospitality and Travel Marketing (2ed) : (Cengage publishing)
4. JagmohanNegi, Marketing and Sales Strategies for Hotels and Travel Trade:
5. A. K Bhatia, Tourism Management and Marketing: (S. Chand & Co)
6. Ratandeep Singh, Tourism Marketing- Principles, Policies and Strategies

# **MARKETING RESEARCH**

## **Module 1 Introduction to Marketing Research**

Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Research - Qualitative and Quantitative Research, Steps in Research Proposal, Limitations – Cost & Time Constraints, Industrial Vs Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing

## **Module 2 Marketing Research Process**

Marketing Research Process, Research Problem Identification, Research Objectives, Literature Review, Identification of Variables, Hypothesis Formulation, Research Design.

## **Module 3 Data Collection & Survey**

Sources of Data, Population and Sampling Frame, Sampling Concepts and Methods, Units of Study, Measurement Scales, Methods of Data Collection, Data Collection Tools, Questionnaire Design, Interview Techniques, Survey Methods.

## **Module 4 Data Analysis & Presentation**

Coding and Tabulation of Data, Data Presentation, Data Analysis Techniques, Hypothesis Testing, Application of Software Packages for Data Analysis, Report Writing and Report Presentation: Steps in Report Writing, Documentation and Referencing, Interpretation of MR Reports. Case Studies in Marketing Research.

## **Module 5 Applications of Marketing Research in Business**

Market Segmentation Studies, Market Potential Studies, New Product Research, Brand Positioning Research, Brand Perception Research, Brand Equity Research, Advertising Research, Consumer Behaviour Research, Pricing Research, Distribution Effectiveness Studies, Effectiveness of Promotions, Customer Satisfaction and Perception Studies.

### **Recommended Books:**

1. G.C.Beri, *Market Research*, Pearson Education, New Delhi.
2. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, TMH, NewDelhi.
3. Cooper & Schindler, *Marketing Research, Concept & Cases*, Tata McGraw Hill, India

## **HUMAN RESOURCES MANAGEMENT ELECTIVES**

<b>Sl. No.</b>	<b>Elective Course</b>	<b>Semester</b>
01.	Training & Development	S3
02.	Performance & Talent Management	S3
03.	Competency Mapping	S3
04.	Managing Organisational Change & Development	S3
05.	Compensation Management	S3
06.	Global Human Resources Management	S3
07.	Counseling Skills for Managers	S4
08.	Industrial Relations & Labour Law	S4
09.	Managing Interpersonal & Group Process	S4
10.	Human Resources Information System	S4

# **TRAINING & DEVELOPMENT**

## **Module 1 Introduction**

Concept of Training & Development, Importance of Training & Development in Organizations-Objectives of Training- Linking Training & Development to company's strategies, Requisites of effective training- -Problems of training- Benefits of training to Employees and Organization-Learning theories and principles-Learning outcomes-Learning style- VAK Model-Principles of Learning.

## **Module 2 Training Needs Assessment & Analysis**

Meaning & purpose of Training Need Analysis- Process of training-Training Needs Analysis at different levels- Organizational Analysis, Requirement Analysis, Individual Analysis-Methods used in Training Needs Analysis , Output of Training Needs Analysis -Motivation for training- Trainee readiness.

## **Module 3 Training & Development Methods**

Overview of Methodologies, Criteria for method selection-Designing training program- Qualities of a good Trainer, Use of audio visual aids in training, Internal Training Vs External Training, Training Methods: On the Job & Off the Job, Induction training, Cross cultural training, Team building training-Development methodologies: Case study, In- basket exercise, Games, Multiple Management Programs, Action Maze, Role Play, Experience Learning and Discovery Learning, Sensitivity training.

## **Module 4 Evaluation of Training & Development**

Training Evaluation Process, Reasons for evaluating Training and Development, Constraints in Training Evaluation--Models of Evaluation: Kirkpatrick's ,Kaufman's, CIRO'S and Philip's Models-Methods used for collecting data for training evaluation- Cost Benefit Analysis, ROI on training

## **Module 5 Career Management**

Human Resource Development Concept- Sub-Systems of Human Resource Development, Role of Human Resource Development Function, Concept of Career, Career stages, Career Planning and Development, Need , Steps in Career Planning, Methods of Career Planning and Development, Career development Actions and programs, Career Problems & Solutions, guidelines for Career Management, Management Development : Concept, Need and importance of Management Development, Methods of Management Development, Models of Management Development, Technology based training-Emerging trends in Training & Development- Case studies.

**Recommended Books:**

1. Goldstein Irwin L, Training In Organizations-Needs Assessment, Development & Evaluation, Wordsworth Publication.
2. Lynton & Parekh, Training for Development, Sage Publication.
3. Rao TV, Readings in HRD, Oxford & IBH.
4. Robert L. Craig, ASTD Training and Development , McGraw Hill Publication.
5. Dugan Laird- Approaches to Training and Development, Basic Books

# **PERFORMANCE & TALENT MANAGEMENT**

## **Module 1 Concept of Performance Management**

Performance Management: concept & process-Objectives & importance of Performance Management System in Organizations- Prerequisites and characteristics of Effective Performance Management- Organizational, functional and individual key Result Areas, Key Performance Indicators.

## **Module 2 Performance Management System**

Performance Management and Performance Appraisal, difference between performance appraisal potential appraisal, Performance appraisal methods: traditional & modern methods, Designing appraisal forms-Performance measurement and evaluation- Appraisal communication: feedback, counseling and coaching, Performance linked reward system.

## **Module 3 Implementation & Issues in Performance Management**

Developing, implementing & maintaining Performance Management System, Performance measurement issues, Role of HR professionals in performance management, Performance Management as a tool for employee empowerment-Technology and e-PMS, Performance Management.

## **Module 4 Talent Management**

Talent Management: Concept & approaches, Scope & objectives of Talent Management- Talent Identification, Integration & Retention ,Consequences of Failure in Managing Talent, Tools for Managing Talent, Effective Talent Management System, Building Blocks of Effective Talent Management System in Public and Private organisations.

## **Module 5 Practices & Process of Talent Management**

Factors and aspects of Talent Management, Talent Management Practices in India, Talent Management System, Critical Success Factors to Create Talent Management System, Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

### **Recommended Books:**

1. Armstrong M & Baron, .A, Performance Management and Development ,Jaico Publishing House, Mumbai.
2. G K Suri, C.S Venkataraman, N K Gupta, Performance Measurement and Management, Excel Books (P) Ltd.
3. 3.Robert B, Performance Management, McGraw Hill Education India.
4. Berger L.A and Berger D.R, The Talent management handbook, McGraw Hill Education India

# **COMPETENCY MAPPING**

## **Module 1 Understanding Competency Mapping**

Introduction, History and Origin of Competency Mapping, Reasons for popularity of competency mapping, Definitions and components of Competency, skill, knowledge and motive-traits of self-concept.

## **Module 2 Competency Mapping – Procedures & Steps**

Determining objectives and scope, clarifying implementing goals and standards, create an action plan, define performance effectiveness, tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profiles in HR decision.

## **Module 3 Competency Categories**

Threshold competency – Differentiating competency – Generic Vs Key competency – Functional or Technical competency – Leadership competency – Managerial competency.

## **Module 4 Leading and Managing Competency Mapping**

Acceptance of competency mapping, causes for resistance, recommended action to address resistance, Delphi technique, 360 degree feedback, HR generic competency mapping, supervisory generic competency mapping.

## **Module 5 Competency Assessments and Uses**

Strategies to address the gaps, competency recruitment & selection, competency based appraisal, competency based appraisal, competency based succession and career planning, competency based compensation and benefits, competency based training and development, Core competencies PCMM – concept, benefits, HR score card.

### **Recommended Books:**

1. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications (P) Ltd.
2. Sahu R.K, Competency Mapping, Excel Publications.
3. Mukherjee, Sraban, Competency mapping for superior results, , Tata McGraw Hill.
4. Paul R Bernthal, ASTD Competency Study: Mapping the Future, ASTD Press.

# **MANAGING ORGANISATIONAL CHANGE & DEVELOPMENT**

## **Module 1 Organisational Change**

Meaning- Necessity for Change- Classification of change-factors affecting change-Model of Organizational change- Kurt Lewin Three Stage Model and Force Field Analysis- Systems theory, 7 Stage models, Burke-Litwin model, Porras and Robertson. Change Agent-Role and Skills of a change Agent.HR Role as change agent, Resistance to Change and minimizing the resistance: Impact of change on Human Resources Planning; quality consciousness as an emerging catalyst for change.

## **Module 2 Organizational development**

Concept and evolution-nature and characteristics- First order and second order Change - Foundations of Organizational Development: Conceptual frame work of Organizational development –Action Research Model-Positive Model-John Kotter’s eight-stage process Model, Parallel learning structures- Process of organizational development –Organizational Diagnosis

## **Module 3 Human Process Interventions**

T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions. HRM Interventions-Performance Management & Human Resource Development.

## **Module 4 Structural Interventions**

Restructuring organization, BPR Vs TQM, employee involvement, work design. Strategic Interventions –Organization and environment relationships, competitive and collaborative strategies, organization transformational strategies.

## **Module 5 Contemporary Issues & Applications**

Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and value and experiences; Trends in Organizational development

### **Recommended Books:**

1. Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Thomson Learning.
2. W Warner Bruke, Organizational Change: Theory and Practice, Sage.
3. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organization Development Interventions and Strategies, response Books, New Delhi.
4. French, Wendell L. and Lecil H. Bell, Organization Development, PHI, New Delhi.

# **COMPENSATION MANAGEMENT**

## **Module 1 Introduction**

Compensation: Concept of Wage & Salary, factors affecting Compensation, Base and Supplementary Compensation, Wage Components: Minimum wage, Fair wage, Living wage, Wage theories, Types of Wages: Time rate, Piece rate, Debt method and Wage differentials.

## **Module 2 Job Evaluation**

Job Evaluation: Nature & Scope, Methods of Job Evaluation, Computer Aided Job Evaluation, Industry Compensation Differentials: Concept of Internal Equity & External Equity-Pay Surveys, Types of Pay Structures

## **Module 3 Compensation Components**

Different components of compensation package: Fringe benefits-Definitions, Objectives, types of fringe benefits, Individual and Group Variable Compensation: Pay for performance, Pay by seniority, Group piece rate, Production sharing plan, Employee Stock Ownership Incentives-Definitions, types of incentives-Individual incentives: measured day work, piece work, standard hour, Gain sharing-advantages & disadvantages- Organization wide incentives- Scanlon Plan, Kaiser Plan, Profit sharing, Non financial incentives. Allowances- types, computation of CPI & dearness allowance-Retirement benefits- Voluntary Retirement Scheme (VRS)-Executive compensation- Expatriate compensation.

## **Module 4 Laws Related to Compensation**

Statutory provisions related to wages- Social Security Laws-Welfare Legislation: Payment of Bonus Act, Minimum Wages Act, Payment of Wages Act, Maternity Benefit Act, Objectives & Scope of Reward system like Wage boards, Pay on Central & State Government.

## **Module 5 Emerging Issues & Trends in Compensation Management**

Components of Pay-Pay structure for Startup Organizations, Pay Restructuring in Mergers and Acquisitions-Alliances and Turnarounds, Board room pay-Compensation Management in public, private and emerging sectors-Emerging issues in Compensation Management- Future trends.

### **Recommended Books**

1. Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs.
2. Milkovich.G; Newman.J and Ratnam, C.S.V, Compensation, Tata McGraw Hill, Special Indian Edition.
3. Armstrong, M. & Murlis, H. Reward Management: A Handbook of Salary administration, London: Kegan Paul.
4. Bhattacharya, Compensation Management, Oxford Press.
5. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education.

# **GLOBAL HUMAN RESOURCES MANAGEMENT**

## **Module 1 Introduction**

Defining International Human Resource Management, Differences between International Human Resource Management and Human Resource Management, The organizational context of International Human Resource Management, The path to global status, Talent Management, International Talent Management Cycle.

## **Module 2 Managing & Supporting International Assignments**

Linking international assignments with Organizational Strategy, Staffing international operations, Recruiting and selecting for international assignments, International training and development, the role of Expatriate, Repatriation process and career issues.

## **Module 3 Key Areas on International Human Resources**

Importance of pre departure training, developing staff through international assignments, Components of an international compensation, Approaches to international compensation, Performance management in multinational, Performance management of international employees, Appraisal of International employees.

## **Module 4 Managing HR in Virtual Organization**

Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

## **Module 5 International Labor Organization (ILO) and International Labor Relations**

Trade unions and International HR, The response of Trade unions to multinationals, the issue of social dumping, impact of digital economy – Various Agreements on International Labor Standards.

### **Recommended Books:**

1. N. Sengupta & Mousumi S. Bhattacharya – International Human Resource Management - Excel Books.
2. Dowling, P.J and Welch, D.E – International Human Resource Management, Cengage Learning, Thompson.
3. Paul Sparrow., Chris Brewster and Hillary Harris – Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication.
4. P.L. Rao – International Human Resource Management, Excel Books.
5. International Human Resource Management by K.Aswathappa and Sadhana Dash, Tata McGraw Hill.

# **COUNSELING SKILLS FOR MANAGERS**

## **Module 1 Introduction to Counseling**

Meaning, Functions and Type of Counseling, Goals of Counseling Emergence and Growth of Counseling Services; Approaches to counseling ,Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities

## **Module 2 Counseling Process**

Beginning, Developing and terminating a Counseling Relationship and follow up – Counseling Procedures, The Counseling Environment, Intake, Referral procedures, Guidelines for Effective Counseling

## **Module 3 Counselor's Attitude & Skills for Counselors**

Counselors – Client Relationship – Understanding Client's Behavior – Assessing Clients problems – Counseling Therapies- Insight Oriented Therapy. Behavior Therapy

## **Module 4 Selecting Counseling Strategies & Interventions**

Adaptive strategies – Changing Behavior through Counseling In the Educational Settings – Special Areas in Counseling – Handling Situations of Strikes, Disputes through Counseling

## **Module 5 Special Problems in Counseling**

Need of Counseling Cell in the Organization, Application of Counseling to Organizational situations with a focus on Performance counseling. Organizational Application of Counseling Skills in Change management, Downsizing, Mentoring and Team Management / Conflict Resolution.

### **Recommended Books:**

1. Kavita Singh – Counseling Skill for Managers, Pears Education,2007.
2. Robert S Feldman – Understanding Psychology.,McGraw Hill, 2007.
3. Narayan Rao S. – Counselling & Guidance, Tata McGrew Hill, 1997.
4. Jeffrey Kotter A. – Counselling Theories and Practices, Cengage Learning, 2011.
5. Robert Carson C. – Abnormal Psychology, Tata McGraw Hill, 2007

# **INDUSTRIAL RELATIONS & LABOUR LAW**

## **Module 1 Introduction**

Concept of Industrial Relations, Nature & various approaches to Industrial Relations: Human relations approach, Gandhian Approach and Dunlop's System approach, Unitary, Pluralistic, Marxist perspectives of Industrial Relations, Evolution of Industrial Relation in India, and Industrial relations scenario in India.

## **Module 2 Industrial Dispute Resolution**

Industrial Relation policies and its evolution in India- Industrial Disputes Act 1947: Objects of the Act & Important Definitions, Types of Industrial disputes-Strikes, Lockouts, Layoff, Retrenchments, Reference of Disputes to boards, courts, or tribunals- Procedures for dispute resolution- Unfair labor practices, Salient features of Industrial Employment Standing Orders Act 1946

## **Module 3 Trade Unions & Participative Management**

Trade unions: Objectives & Importance- Trade Unions Act 1926- Rights & liabilities of registered trade unions, Participative Management: forms & levels of participation- Process of negotiation, Collective Bargaining, prerequisites of a collective bargaining, Tripartite and Bipartite bodies ,Joint Management Council, Conciliation, Mediation, Arbitration and Adjudication.

## **Module 4 Labour Laws**

The Employees Provident Fund & Miscellaneous Provisions Act 1952: Definitions and schemes: provident fund scheme, pension scheme, deposit linked insurance scheme. Employees State Insurance Act 1948: objectives, definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement, standing committee & medical benefit council, adjudication of disputes and claims Factories Act 1948: definitions, authorities, health safety, welfare, provisions related to hazardous process, working hours for adults, employment of young persons, annual leave with wages, penalties & procedures.

## **Module 5 Labour Laws**

Payment of Gratuity Act 1972: Applicability & non applicability of the Act, Definitions: Employee, employer, continuous service, payment of gratuity, forfeiture of gratuity, employer's duty to determine & pay gratuity, recovery of gratuity, penalties Employee's Compensation Act 1923: definitions: dependent, employer, partial & total disablement, workmen ,injury, accident, employer's liability for compensation ,amount of compensation

**Recommended Books:**

1. Venkataraman, C.S – Industrial Relations: Text and Cases, Delhi,Oxford University Press.
2. P.SubbaRao – Human Resources Management &IR , S. Chand, New Delhi.
3. Malik K.L. – Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
4. Srivastava S.C. – Industrial Relations &Labour Laws, Vikas Publishing House (P) Ltd.
5. Sharma J.P. – Industrial Laws, Ane Books Pvt. Ltd. New Delhi

# **MANAGING INTERPERSONAL & GROUP PROCESS**

## **Module 1 Nature of Groups at Work**

Group: Definitions, Importance of groups in Organizations – Types of Groups – Group formation – Structure & Dynamics of Work Groups – Group cohesiveness

## **Module 2 Groups Vs Teams**

Concept of Teams – Distinguishing Teams from Groups – Types of teams – Dysfunctions of Groups and Teams – Dynamics of Informal Groups

## **Module 3 Effective Team Performance**

Team building – Team effectiveness – Training in team skills- Developing successful Teams. Team development and team functioning, Conflict collaboration and competition, Intervention Techniques– Sensitivity training – Counselling techniques- Grid management – Grid Management

## **Module 4 Individual Performance in Groups**

Interpersonal Behaviour & Influence Processes - Nature- Interpersonal communication-Factors affecting Interpersonal Communication-Johari window- Individual awareness, Social facilitation, Social Loafing- Interpersonal Trust- Interpersonal conflicts- Group Decision making , Group synergy.

## **Module 5 Organizational Process**

Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness

### **Recommended Books:**

1. VSP Rao, Organizational Behaviour: Excel Books
2. Stephen.P.Robbins, Organizational Behaviour: Prentice Hall
3. P.G. Aquinas, Organizational Behaviour: Concepts, Realities, Applications and Challenges, Excel Books.

# **HUMAN RESOURCES INFORMATION SYSTEM**

## **Module 1 Introduction to Human Resource Information System**

Evolution of Human Resource Information Systems, the role of Information Technology, database concepts and applications in Human Resource Information Systems, systems considerations in the design of Human resource Information systems, planning for implementation.

## **Module 2 Human Resource Information System Needs**

Human resource information systems need Analysis, systems design and acquisition, HR Metrics and workforce Analytics, cost justifying Human Resource Information systems investment.

## **Module 3 Human Resource Information System Implementation & Acceptance**

Human Resource Information Systems Project management, Change Management, implementation, integration and maintenance of Human Resource Information Systems.

## **Module 4 Human Resource Information Systems Applications**

Human Resource Administration and Human Resource Information System, Talent Management,, Job analysis and Human Resource Planning, Recruitment and Selection in an internet context, training and development: issues and Human resource Information systems applications, Performance Management, Compensation , benefits, payroll and Human Resource Information Systems, International HR and Human Resource Information Systems.

## **Module 5 Recent Trends in Human Resource Information System**

Information security and privacy in Human Resource Information Systems, The future of Human Resource Information Systems, Emerging Trends in Human Resource Management and Information Technology.

### **Recommended Books:**

1. Dr. Michael Kavanagh and Dr. Mohan Thite ,Human Resource Information Systems-Basics, Application, Future and direction.
2. P.K Gupta and Sushil Chhabra ,Human Resource Information System, Himalaya Publishing
3. Gary Dessler , Human Resource Management, Pearson Publication.
4. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page

## **INFORMATION SYSTEMS**

<b>Sl. No.</b>	<b>Elective Course</b>	<b>Semester</b>
01.	System Analysis & Design	S3
02.	E-Business	S3
03.	Enterprise Resource Planning	S3
04.	Information Security Management	S3
05.	Software Quality Management	S3
06.	Cloud Computing	S3
07.	Decision Support System	S4
08.	Software Project Management	S4
09.	Database Management	S4
10.	E-Business Strategy	S4

# **SYSTEM ANALYSIS & DESIGN**

## **Module 1**

Overview of System Analysis and Business modeling; System components, Business profile, business process models, Business Systems Concept; Systems Development Life Cycle; Project Selection; feasibility Study. Impact of internet, web based system development, Guidelines for System development, Roles and responsibilities of a Business Analyst.

## **Module 2**

System analysis: Systems documentation consideration: Principles of Systems Documentation, Types of documentation, Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; Methodologies: Structured analysis, Object oriented analysis, agile methods. System analysis activities, techniques: JAD, RAD, Agile methods. Modelling tools: DFDs, Functional decomposition diagrams, CASE tools, UML; Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables.

## **Module 3**

Business Modeling with UML, Components of UML used in Business Modeling, RUP, IDEF, and BPMN 2.0 basics. Object modeling: Object oriented analysis, Object modeling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram

## **Module 4**

Output and User interface design: Output design, input design, user interface design, File Design ,Data design concepts, DBMS components, ER diagrams, Documentation Tools ; Testing Techniques Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan.

## **Module 5**

Systems Control and Quality Assurance: Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.

### **Recommended Books:**

1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India
2. Senn, Analysis & Design of Information Systems, McGraw Hill International.

3. Shelly,Rosenblatt, System Analysis & Design, Cengage Learning, Eighth edition.
4. Hoffer, Modern System Analysis & Design, Pearson Education.
5. Rambaugh, Jacobson, Booch, UML- Reference Manual, Pearson.

## **E-BUSINESS**

### **Module 1**

Introduction To E Business: Origin - Overview of E-Business - Need and factors affecting Electronic Business - Features of Electronic Business. Electronic business Framework - Enablers of e-business, Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises, Web 2.0 and Social Networking, Mobile Commerce, S-commerce, T-Commerce, Economic and social impacts of e-business.

### **Module 2**

E Commerce Business Models: Business to Consumer (B2C) - Business to Business (B2B) - Consumer to Consumer (C2C) - Peer to Peer Business Models, M-Commerce Business Models - Sharing economy - Value Proposition - Revenue Model, Market Opportunity - Competitive Environment - Competitive Advantage, Market Strategy, Organizational Development, Management Team.

### **Module 3**

Electronic Payment Systems: Electronic Data Interchange - Paying via the Net - Payment Protocols - Payment Gateways - Payment and Content Management, Role of Application Service Providers (ASPs) in Payment via the Internet, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card.

### **Module 4**

Business Applications: E-Commerce and retailing - On-line retail industry dynamics - On-line mercantile models from customer perspective; Management challenges in on-line retailing, E-Commerce and on-line publishing - On-line publishing approach from customer perspective.

### **Module 5**

Legal, Privacy Issues, Security and Future: Web security Introduction - Firewalls and transaction security. Knowledge management in the e-Commerce Era - Search Engine Optimization (SEO), Indian e-Commerce Scenario; IT Act, Legal issues in E commerce, Indian Convergence Bill; Cyber Appellate and public key infrastructure (PKI), Hype Cycle, Attribution Modeling

### **Recommended Books:**

1. Bharat Bhaskar, E-commerce: Framework, Technologies and applications. McGraw Hill Education (India) pvt ltd, 4th Edition.
2. Harvey M.Deitel, Paul J.Deitel& Kate Steinbuhler, E-business and E-commerce for Managers, Pearson, 2011.

3. Kalakota R- Electronic Commerce - Frontiers of E-Commerce, Pearson Education, 2007, 3rd Ed.
4. Kenneth C. Laudon and Carol GuercioTraver, E Commerce: Business, Technology, Society, Pearson Education, 3rd Ed.
5. Krishnamurthy S, E-Commerce Management: Text and Cases, Cengage South-Western, 2006.

# **ENTERPRISE RESOURCE PLANNING**

## **Module 1**

Introduction: 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.

## **Module 2**

ERP Solutions and Functional Modules: Information Systems – Overview of ERP software solutions Small, medium and large enterprise vendor solutions - ERP Functional modules, BPR and best business practices - Business process Management.

## **Module 3**

ERP Implementation: 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.

## **Module 4**

Post Implementation: Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

## **Module 5**

Emerging Trends on ERP: Extended ERP systems and ERP add-ons -CRM, SCM. Business analytics - Future trends in ERP systems-web enabled - Wireless technologies, cloud computing.

### **Recommended Books:**

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. MahadeoJaiswal and Ganesh Vanapalli, ERP, Macmillan India, 2009
4. Mary Sumner, ERP, Pearson Education, 2008
5. Rajesh Ray , Enterprise Resource Planning, Tata McGraw-Hill, 2011
6. 6.Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
7. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006

# **INFORMATION SECURITY MANAGEMENT**

## **Module 1**

Introduction to Information Security: The business need for security - Confidentiality, availability, integrity et al. Components of an information system - Software, hardware, data, people, procedures. System and security development lifecycles.

## **Module 2**

Risk Management: Risk Management terminology - Agents, threats, vulnerabilities, etc. Risk Identification, assessment (quantitative and qualitative) - Risk appetite and residual risk - Selecting a risk control strategy - Risk management frameworks – NIST, ISO 31000.

## **Module 3**

Planning for Security: Methodologies for Information Security Evaluation and Assurance - ISO 27000, Common Criteria, NIST Framework - Security education and training - Business Continuity strategies.

## **Module 4**

Security Technologies: Firewalls and VPNs - Intrusion detection, scanning and analysis tools - Penetration testing approaches and tools - Physical security controls.

## **Module 5**

Implementing Information Security: Information security project management - Technical aspects - Non-technical aspects.

### **Recommended Books:**

1. Eric A. Fisch ,Gregory B. White, Secure Computers and Networks: Analysis, Design, and Implementation , CRC Press
2. Harold F. Tipton and Micki Krause, Information Security Management Handbook, Sixth Edition, ,Auerbach Publications.
3. Michael E. Whitman and Herbert Mattord, Principles of Information Security, 4th Edition, Cengage Learning (2012)
4. Ron A. Weber, Information Systems Control and Audit, Pearson Education India (2002)

# **SOFTWARE QUALITY MANAGEMENT**

## **Module 1**

Software Quality: Meaning and definition of Software Quality. Quality control v/s Quality Assurance, Quality Assurance in Software at each Phase of SDLC. QMS in an organization. Need for SQA group. Software CMM and other Process improvement Models.

## **Module 2**

Software Quality Measurement and Metrics: Product Quality Metrics: Defect Density, Customer Problems Metric, Customer Satisfaction Metrics, In-Process Quality Metrics: Defect Arrival Pattern, Phase-Based Defect Removal Pattern, Defect Removal Effectiveness, Metrics for Software Maintenance: Backlog Management Index, Fix Response Time, Fix Quality.

## **Module 3**

Basic Quality Tools : Ishikawa's Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram

## **Module 4**

Six Sigma Methodology: Define Six sigma. Tracking Xs and Ys. Six ingredients of Six Sigma. Three ways to Six Sigma – Process Improvement, Process Design/Redesign, Process Management. Organizing for six sigma – Leadership Group, Project Sponsors & Champions, Implementation leader, Master Black Belt, Black Belt, Team, Process owners. DMAIC Vs DMADV process.

## **Module 5**

Software Verification, Validation & Testing: Objectives and Limits of Testing, Value Vs Cost of testing, Test Planning, Static Testing, Functional Testing, Structural Testing, Performance Testing, Testing Environment, Automated Testing Tool, Analysing and Interpreting Test Results.

### **Recommended Books:**

1. Nina S Godbole, *Software Quality Assurance*: Narosa Publishing House Pvt. Ltd
2. Stephen H. Kan, *Kan, Metrics and Models in Software Quality Engineering*, Second Edition, Pearson Education, Inc.
3. Gerald D. Everett, Raymond McLeod, *Software Testing- Testing Across the Entire Software Development Life Cycle*, John Wiley & Sons , Inc Publication.
4. PankajJalote, *CMM in Practice. Processes for Executing Software Projects at Infosys*, Pearson Education

# **CLOUD COMPUTING**

## **Module 1**

Introduction to Cloud Computing: Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud

## **Module 2**

Cloud Services Applications: Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM.Cloud service development tools -word processing, databases, storing and file sharing on cloud.

## **Module 3**

Cloud Computing For Managers: Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for projects, Cloud Computing for Business

## **Module 4**

Cloud Management: Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models.

## **Module 5**

Virtual Office Management: Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business.

### **Recommended Books:**

1. John W. Rittinghouse and James F. Ransome, Cloud Computing Implementation, Management and Security, CRC Press, Taylor & Francis Group, Boca Raton London, 2010.
2. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition,
3. Michael Miller, Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
4. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5. Alfredo Mendoza, Utility Computing Technologies, Standards, and Strategies, Artech House INC, 2007
6. Bunker and Darren Thomson, Delivering Utility Computing, John Wiley & Sons Ltd, 2006.

# **DECISION SUPPORT SYSTEM**

## **Module 1**

Introduction: Management Support systems - Decision making, Models. DSS Overview - Data – Model. Knowledge – Types - Defining Knowledge Management – Evolution of KM.

## **Module 2**

Data - Data Collection, Data Warehousing and Data Mining. Data visualization – Modeling - Static and dynamic. Optimization - Simulation. Multidimensional modeling.

## **Module 3**

Group Support Systems, Enterprise Decision Support Systems and Knowledge Management Systems: Group support system (GSS) meaning - Technologies, Enterprise DSS, Knowledge Management – concepts – basic KM discipline and emerging trends, Knowledge management methods, Technologies and Tools.

## **Module 4**

Knowledge Based DSS : Artificial Intelligence - Knowledge management relationship with AI - AI methods used in KMS, Knowledge Acquisition and validation - Knowledge representation - Inference techniques.

## **Module 5**

Advanced Intelligent Systems: Neural Computing - Fuzzy Logic - Intelligent Agents – Implementation – Integration - Intelligent DSS

### **Recommended Books:**

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010.
2. Elias M. Awad and Hasan M. Ghazri ,Knowledge Management, Pearson Education.
3. George M Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003.
4. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
5. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006.
6. Thothathri Raman A, Knowledge Management – A resource book ,Excel Books, 2004.
7. VahidLotfi, Decision Support System for Operation Management and Management science, McGraw Hill Inc, International Edition, New Delhi 1996.

# **SOFTWARE PROJECT MANAGEMENT**

## **Module 1**

Software engineering and management: Functions of management, Need for software management, Conventional software management. Evolution of software Economic. Improving software Economics, conventional and modern software engineering.

## **Module 2**

Software development as a process: Building the software development team - Team building as a process, The Apollo syndrome, Management Styles, A maturity model for software project management, Process of team building ,Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management.

## **Module 3**

Management Methods and Technology: Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, selecting a software development life cycle , Modeling the target system – requirements modeling methods, requirements analysis using self interaction matrices, real time systems. Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method ,Tracking the software project plan – tracking schemes, Earned Value Management (EVM), precedence diagramming for cost and schedule control, tracking remedial action.

## **Module 4**

Managing software professionals: Improving team performance – basics, relative importance of workplace, models of motivation, managing high performance teams-Evaluating software development team – classic techniques for valuating individuals, Strategy Based Evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.

## **Module 5**

Future of software management: Modern project profiles, Next generation software economics, Modern process transitions Agile, SCRUM approaches of project management.

### **Recommended Books:**

1. Lawrence J Peters .Getting results from software development teams, Microsoft Press
2. Walker Royce, Software project Management, Addison-Wesley
3. Sanjay Mohapatra, Software Project Management – Cengage Learning

# **DATABASE MANAGEMENT**

## **Module 1**

Introduction: Data, database – meaning, DBMS – DBMS models. Querying data with SQL, Developing SQL Databases. Manipulating Data using data manipulation language (DML) Expressions - Reporting .Normalization- types and need for Normalization

## **Module 2**

Database Implementation: Query Processing basics and optimization. Transactions Models, Concurrency Control – Recovery, Security and Authorization – Storage, Indexing and Hashing – ISAM (Indexed Sequential Access Method), B-Trees – Kd Trees – X Trees, Dynamic Hashing.

## **Module 3**

Distributed Databases: Meaning – Architecture - Advantages, Optimization Access Strategies, Distributed Transactions Management, Concurrency Control – Reliability.

## **Module 4**

Object Oriented Databases: Object Oriented Concepts – Data Object Models –Object Oriented Databases. Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages.

## **Module 5**

Emerging Trends: Data Mining – Data warehousing – Star, Snowflake, Fact Constellation. Open source database systems. Scripting Language, JDBC (Java Database Connectivity), ODBC (Open Database Connectivity), Big data analytics.

### **Recommended Books:**

1. Peter Rob and Carlos Coronel, Database System and Design, Implementation and Management, 7th edition, Cengage Learning.
2. RamezElmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2004.
3. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012.
4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw Hill
5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003.

# **E-BUSINESS STRATEGY**

## **Module 1**

Introduction to E-Business Strategy: overview of e-business and e-business strategy - External and internal analysis- Five Forces analysis - SWOT analysis, segmenting/targeting markets, value chain and value networks; Sustaining competitive advantage - building up barriers to imitation, dealing with threats of disruptive innovations in E-business.

## **Module 2**

Strategy Options in E-Business Markets: Strategy fundamentals, e-business revenue models, fit between strategy and value chain; Exploiting new market spaces - value curve, new value creation, early mover advantages/disadvantages; Strategy for internal organization: make-or-buy decisions, organizational structure for e-business activities.

## **Module 3**

Strategy for Interaction with Suppliers: E-procurement, e-SCM, B2B business models, B2B marketplaces and portals, auctions; Enhancing E-service collaboration with enforcement and relationship management.

## **Module 4**

Strategy for Interacting with Customers: Consumer behavior and market segmentation, e-CRM, e-marketing, social networking strategies; Market research, role of intermediaries.

## **Module 5**

E-Business Implementation: Creating effective web presence- customer-centric website design, website usability testing/evaluation frameworks, examples of winning e-business websites; Technology infrastructure -Web 2.0 Environment and Social Networks; M-Commerce, cyber trust, ethics, security and privacy.

### **Recommended Books:**

1. Dave Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice, Prentice Hall.
2. Efraim Turban, Jae Lee, Michael Chung and David King, Electronic Commerce: A Managerial Perspective, Pearson/Prentice Hall
3. Mayer R, Chaffey D., Ellis-Chadwick, F and Johnston, K, Internet Marketing: Strategy, Implementation and Practice, Prentice Hall