

**SRI CHANDRASEKHARENDRA SARASWATHI VISWA MAHAVIDYALAYA**  
(Declared as Deemed-to-be University under section 3 of the UGC Act, 1956 vide notification  
No.F.9.9/92-U.3 dated 26<sup>th</sup> May 1993 of the Govt. of India)  
Accredited with “A” Grade by NAAC  
Enathur, Kanchipuram – 631 561

DEPARTMENT OF MANAGEMENT STUDIES



**SYLLABUS**

**MBA COURSE**

**(Trimester Pattern)**

### Details of Credits/ Trimester Wise

Sl.No	Trimester	Number of Core Papers	Credit(s)	Number of Specialization Papers	Credit(s)	Number of Practical/Viva/Project	Credit(s)	Total Credit(s)
1	Trimester- I	6	24	-	-	2	4	<b>28</b>
2	Trimester-II	8	32	-	-	2	4	<b>36</b>
3	Trimester-III	7	28	-	-	2	4	<b>32</b>
4	Trimester-IV	1	4	6	18	2	4	<b>26</b>
5	Trimester-V	2	8	4	12	2	4	<b>24</b>
6	Trimester-VI	-	-	-	-	1	8	<b>8</b>
		<b>24</b>	<b>96</b>	<b>10</b>	<b>30</b>	<b>11</b>	<b>28</b>	<b>154</b>

### I Trimester

S.No	Subject code	Title	Total Credits	Internal Marks (Max)	External Marks (Max)	Total Marks (Max)
<b>Core Papers</b>						
1	MGT11	Principles of Management	4	40	60	100
2	MGT12	Individual and Group Behaviour	4	40	60	100
3	MGT13	Accounting for Managers	4	40	60	100
4	MGT14	Managerial Economics	4	40	60	100
5	MGT15	Business Mathematics and Statistics - I	4	40	60	100
6	MGT16	Business Laws - I	4	40	60	100
	T1MCL	Business Analytics Lab-I	2	50		50
	T1MCP	Comprehensive Viva-voce-I	2		50	50
<b>Total Credit - 28</b>						

## MGT11 - Principles of Management

### **Objectives (60 Periods)**

The objectives of this course is to make the student familiarize with management concepts and practices in an organization.

### **Unit I (10 Periods)**

The Evolution of Management Science - FW Taylor, Henry Fayol, Elton Mayo and Others - Basic Principles and Process of Management

### **Unit II (10 Periods)**

Planning – Planning Process – Types – Limitations of Planning – Decision-Making Process and Techniques- Types - Management by Objectives - Management by Exception

### **Unit III (10 Periods)**

Organising – Line and Staff Relationship – Organisation Charts & Manuals – Delegation of Authority and Responsibility – Principles – Centralisation – Decentralisation - Departmentation – Organisation Structure

### **Unit IV (10 Periods)**

Direction – Principles – Elements – Supervision – Span of Control

### **Unit V (10 Periods)**

Communication-Meaning - Process – Types of Communication – Barriers to Communication – Modes of Communication - Co-ordination – Meaning, Need for Co-ordination – Co-ordination techniques

### **Unit VI (10 Periods)**

Controlling –Meaning - Process – Techniques – Limitations of Controlling

### **Reference Books**

1. Koontz, H and Welchrich, H - Global Management- Tata McGraw Hill, New York.
2. L.M. Prasad - Principles of Management - Sultan & Chand Publications, New Delhi
3. Stoner, J. – Principles and Practices of Management - Prentice Hall of India, New Delhi.
4. Robbins, S. P. – Management- Prentice Hall Inc - New Jersey,

### **Web Link(s)**

1. <http://aom.org/Placement/AOM-Placement-Presentations.aspx>
2. <http://www.anderson.ucla.edu/degrees/mba-program/curriculum/tracks-and-specializations>
3. Media related to Management at Wikimedia Commons
4. Quotations related to Management at Wikiquote

## **MGT12 - Individual and Group Behaviour**

**Objectives** **(60 Periods)**

Familiarise students with behavioural processes in an Organisation

**Unit I** **(5 Periods)**

Introduction to OB - Scope – Importance of OB in Present Scenario

**Unit II** **(5 Periods)**

Individual Behaviour - Foundations of IB – Job Satisfaction-Factors-Relationship with Productivity

**Unit III** **(15 Periods)**

Personality - Theories of Personality – Perception – Process of Perception - Learning – Theories of Learning-Values, Attitudes – Formation of Attitude, Attitude Change - Employee Morale-Types, Relationship with Productivity-

**Unit IV** **(15 Periods)**

Motivation – Meaning, Process, Maslow’s Theory, Herzberg Two Factor Theory, ERG Theory, Vroom Expectancy Model, Theory X and Theory Y.

**Unit V** **(10 Periods)**

Group Dynamics – Group Cohesiveness – Group Norms - Leadership – Styles – Theories of Leadership – Trait, Process and Situation Theory

**Unit VI** **(10 Periods)**

Stress Management – Meaning – Types - Managing Stress -Conflict Management – Meaning – Formation – Process – Negotiation

### **Text Books**

1. Aswathappa - Organisational Behaviour - Text and Cases – Himalaya Publication House.
2. Luthans, F - Organizational Behaviour - McGraw Hill, New York

### **Reference Books:**

1. Robbins, S P. - Organizational Behaviour- Prentice Hall of India, New Delhi,
2. Staw, B M. - Psychological Dimensions of Organizational Behaviour - Englewood Cliffs, Prentice Hall Inc, - New Jersey

### **Web Link(s)**

1. <http://www.johnson.cornell.edu/Administrative-Science-Quarterly.aspx>
2. <http://onlinelibrary.wiley.com/journal/10.1002/%28ISSN%291099-050X>
3. <http://www.journals.elsevier.com/human-resource-management-review/>
4. <http://jom.sagepub.com>

## **MGT13 -Accounting for Managers**

**Objectives** (60 Periods)

To familiarize the students in Financial, Cost and Management Accounting at the Managerial Level

**Unit I** (10 Periods)

Introduction to Financial, Cost and Management Accounting – Accounting Principles - Convention and Concepts – Changing Role of Accountant

**Unit II** (10 Periods)

Accounting Records and Systems: The Journal, Ledger and Trail Balance

**Unit III** (10 Periods)

Construction of Manufacturing, Trading and Profit and Loss Account and Balance Sheets of Sole Proprietorship Concern – Introduction to Depreciation Accounting - Introduction to Human Accounting.

**Unit IV** (10 Periods)

Cost Concepts – Determination of Cost - Elements of Cost – Classification of Cost – Components of Total Cost – Preparation of Cost Sheet – Cost Driver Concept – Cost as a Source of Competitive Advantage – Target Costing – Job Costing – Process Costing

**Unit V** (10 Periods)

Marginal Costing – Break-Even Analysis – Cost Volume Profit Analysis

**Unit VI** (10 Periods)

Standard Costing – Labour and Materials – Budgetary Control - Indian Accounting Standard – International Accounting Standard

### **Reference Books**

1. T.S.Reddy and Y.S. Hari Prasad Reddy – Finance and Management Accounting – Margham Publications
2. R.S.N. Pillai & Bagavathi – Management Accounting - S. Chand & Co., New Delhi
3. Charles T. Hongren, Gary L. Sundem, William O. Stratton - Introduction to Management Accounting - PHI, New Delhi
4. Khan, M.Y. and Jain P.K. – Management Accounting - TMGH, New Delhi
5. Khakani & Ramachandran - Accounting for Managers – TMGH
6. S.N.Maheswari & S. K. Maheswari - Financial Accounting - Vikas Publications, New Delhi
7. R. Narayana Swamy – Financial Accounting – A Managerial Perspective - Prentice Hall India (P) Ltd., New Delhi
8. R.L.Gupta - Principles and Practice of Accountancy - Sultan Chand & Sons, New Delhi
9. N.L.Hingorani, A.R.Ramanathan and T.S.Grewal - Management Accounting - Sultan Chand & Sons, New Delhi

### **Web Link(s)**

1. CAM-I Consortium for Advanced Manufacturing–International
2. AICPA Financial Management Center – Resource for CPAs working in business, industry and government.
3. Institute of Management Accountants – Resource for Management accountants (CMA's) working in industry.

## **MGT14 -Managerial Economics**

### **Objectives**

**(60 Periods)**

Objectives of the course is to make students understand about concepts and techniques used in economic theory and enable them to apply this knowledge in business decision-making.

### **Unit-I**

**(10 Periods)**

Managerial Economics – Meaning - Nature and Scope – Managerial Economics and Business Decision Making – Role of Managerial Economist – Demand Analysis –, Determinants and Types of Demand – Elasticity of Demand - Demand Forecasting and Forecasting Methods.

### **Unit-II**

**(10 Periods)**

Supply: Meaning and Determinants – Production Function- Isoquants – Expansion Path Cobb Douglas Function – Cost Concepts – Cost Output Relationship – Economies and Diseconomies of Scale – Cost Functions- Input-Output Analysis

### **Unit-III**

**(10 Periods)**

Market Structure – Various Forms – Equilibrium of a Firm – Perfect Competition – Monopolistic Competition – Oligopolistic Competition.

### **Unit IV**

**(10 Periods)**

Pricing of Products under different Market Structures – Methods of Pricing – Factors affecting Pricing Decision – Differential Pricing – Government Intervention and Pricing - Price Discrimination

### **Unit V**

**(10 Periods)**

National Income – Methods of Measuring National Income – Business Cycle - Economic Reforms - Liberalisation, Privatization & Globalisation - Basic concepts of WTO – Basic concepts of Intellectual Property Rights

### **Unit VI**

**(10 Periods)**

Fiscal Policy and Monetary Policy – Indian Perspective

### **Reference Books**

1. Dr. Sankaran, S .- Managerial Economics - Margham Publications, Chennai
2. P.L.Metha - Managerial Economics - Sultan Chand & Sons, New Delhi
- 3.Chorpa, O.P - Managerial Economics - Tata Mc Graw Hill, New Delhi
4. Adhikary, M. - Business Economics - Excel Books, New Delhi
5. Koulsoyiannis, A - Modern Micro Economics - Macmillan, New York
6. Varshney, R.L and Maheswari K.L - Managerial Economics – Sultan Chand, New Delhi

### **Web Link(s)**

1. <http://www.edushareonline.in/Management/eco%20new.pdf>
2. [http://www.swlearning.com/economics/hirschey/managerial\\_econ/chap01.pdf](http://www.swlearning.com/economics/hirschey/managerial_econ/chap01.pdf)

## **MGT15 -Business Mathematics and Statistics – I**

### **Objectives**

**(60 Periods)**

Objectives of the course is to make students understand about basic statistics & Mathematics for business purposes.

### **Unit I**

**(10 Periods)**

Mathematical basis of Managerial Decisions: Functions - Applications of Functions - Some Special Functions - A.P. & G.P. and its Managerial Application - Matrix Algebra – Arithmetical Operations – Properties - Solutions of Equations by Inverse Method and Cramer's Rule.

### **Unit II**

**(6 Periods)**

Introduction to Data – Grouping and Displaying of Data – Frequency Distribution Construction and Characteristics - Graphical Representation of Frequency Distribution - Histogram, Polygon, Ogives, Pie charts

### **Unit III**

**(8 Periods)**

Measures of Central Tendency -Arithmetic Mean - Weighted Mean - Geometric Mean - Median – Mode

### **Unit IV**

**(10 Periods)**

Measures of Dispersion - - Range - Standard Deviation - Coefficient of Variation - Skewness – Kurtosis

### **Unit V**

**(12 Periods)**

Basic Calculus & Applications- Limits & Continuity; concept of Slope and Rate of Change Concept of Derivative; Rules of Differentiation; Applications of the Derivative - Concept of Maxima and Minima with Managerial Applications

### **Unit VI**

**(14 Periods)**

Probability – Concept of Bayes' Theorem - Binomial Distribution - Poisson Distribution - Normal Distribution – Applications to Business Situations.

### **Reference Books**

1. Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi
2. Srivastava, U.K., Shenoy, G.V., Sharma, S.C. - Quantitative Techniques for Managerial Decision - New Age International (P) Ltd, New Delhi
3. Richard I.Levin, David, S.Rubin - Statistics for Management - PHI, New Delhi
4. Kazmier, L. J. and Pohl, N. F. - Basic Statistics for Business and Economics - Mc Graw Hill, New York
5. Terry, Sineich - Business Statistics by Examples, Colier Mac Millen Publishers, London
6. Sancheti, D.C, Kapoor, V.K., Metha P.L., - Quantitative Methods - Sultan chand, New Delhi
7. Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi

### **Web Link(s)**

1. Journal of Business & Economic Statistics, Aims and Scope.
2. "Journal of Business & Economic Statistics, American Statistical Association."
3. E. Pekoz, The Manager's Guide to Statistics, [www.probabilitybookstore.com](http://www.probabilitybookstore.com),



## MGT16 - Business Laws – I

### Objectives

(60 Periods)

The course is designed to assist the student in understanding basic laws affecting the operations of business enterprises

### Unit I

(10 Periods)

Indian Contract Act 1872 - Meaning – Essentials of a Valid contract – Offer – Acceptance - Consideration – Capacities of Contract – Free Consent.

### Unit II

(10 Periods)

Legality of Object – Void Agreements – Performance of Contracts – Discharge of Contracts – Breach of Contract and its Remedies – Quasi Contracts.

### Unit III

(10 Periods)

Law of Agency – Meaning – Kinds – Creation – Rights - Duties & Liabilities of Principal towards Agent – Agent towards Principal- Termination of Agency – Sub Agent and Substituted Agent

### Unit IV

(15 Periods)

Sale of Goods Act, 1930 - Contract of Sale – Conditions and Warranties – Transfer of Property – Duties of Buyers and Sellers – Sale by Non Owners – Rights of an Unpaid Seller – Remedies for Breach of Contract of Sale.

### Unit V

(5 Periods)

Consumer Protection Act 1986- Key Definitions – Consumer Protection Councils – Redressal Forum – Remedies - Negotiable Instruments Act 1881 - Parties to Negotiable Instruments – Material Alteration – Holder & Holder in Due Course - Dishonour & Discharge of a Negotiable Instrument

### Unit VI

(10 Periods)

Indian Partnership Act 1932 - Meaning – Registration of Firms – Rights and Duties – Dissolution of Partnership, Law of Insurance - Contract of Insurance – Principles – Life Insurance – Fire Insurance – Marine Insurance.

### Reference Books

1. Pillai, R.S.N and Bagavathy - Business Law - S.Chand & Co., New Delhi
2. Kapoor ,N.D. - Elements of Mercantile Law - S.Chand & Sons, New Delhi
3. Akhileshwar pathak - Legal aspects of Business - TMGH
4. Anantha Raman -Business and Corporate Laws - Sitarama & Co, Chennai
5. K.S. Anantharaman - Lectures on Mercantile Commercial, Business Laws,- Sitaraman & Co, chennai.

### Web Link(s)

1. Hundreds of Answers to Basic Business Law Questions
2. Topical listing of US commercial law from Cornell's Legal Information Institute

**II Trimester**

<b>S.No</b>	<b>Subject code</b>	<b>Title</b>	<b>Total Credits</b>	<b>Internal Marks (Max)</b>	<b>External Marks (Max)</b>	<b>Total Marks (Max)</b>
<b>Core Papers</b>						
1	MGT21	Research Methodology	4	40	60	100
2	MGT22	Business Communication	4	40	60	100
3	MGT23	Financial Management – I	4	40	60	100
4	MGT24	Management Information Systems	4	40	60	100
5	MGT25	Business Mathematics and Statistics – II	4	40	60	100
6	MGT26	Business Laws – II	4	40	60	100
7	MGT27	Marketing Management – I	4	40	60	100
8	MGT28	Organizational Change and Development	4	40	60	100
7	T2MCL	Business Analytics Lab-II	2	50	-	50
8	T2MCP	Comprehensive Viva-voce-II	2		50	
<b>Total Credit - 36</b>						

## **MGT21 - Research Methodology**

### **Objectives**

**(60 Periods)**

1. To provide students an insight into various sources of Business Research Data and examine processes for Collecting Data and Analyzing the same.
2. To learn how to Prepare and Present Research Reports
3. To develop Skills to evaluate the changing nature of Business Research and assess the contribution of these changes to actionable Business Research

### **Unit I**

**(8 Periods)**

Research – Meaning – Characteristics - Importance – Types - Role of Research - Measures of a Good Research

### **Unit II**

**(12 Periods)**

Research Process – Steps -Problem Identification -Criteria for Research Problem - Sources of Research Problem –Problem Formulation - Literature Review - Formulation of Hypothesis Meaning- Types - Hypothesis Testing Procedures - Error in Hypothesis - Research Proposal

### **Unit III**

**(10 Periods)**

Research Design – Exploratory - Descriptive and Experimental Research Design.

### **Unit IV**

**(12 Periods)**

Sources of Data – Primary - Survey Methods - Personal Interviewing - Telephone Interviewing Mail Survey – Questionnaire Design - Interview Schedule - Observation Method –Secondary Data - Attitude Measurement Scales- Types.

### **Unit V**

**(10 Periods)**

Sampling Designs – Sampling Procedures - Types of Sampling - Errors in Sampling

### **Unit VI**

**(8 Periods)**

Analysis and Interpretation of Data - Editing - Coding - Classification and Tabulation – Report Presenting – Types of Reports – Report Format - Research Report Criteria

### **Reference Books**

1. Kothari, C.R., Research Methodology and Techniques - Wishwa Prakashan, New Delhi
2. Paneerselvam – Research Methodology – PHI
3. Thakur, Devandra, - Research Methodology in Social Sciences - Deep & Deep Publishers, NewDelhi
4. Gupta, Santosh - Research Methodology and Statistical Techniques – Deep & Deep Publishers, NewDelhi

### **Web Link(s)**

1. <http://www.underacademy.org/distinguishing-between-the-types-of-research-papers-and-their-components>
2. <http://archives.gadoe.org/DMGetDocument.aspx/Types.of.Research.Methods.SERVE%20Center.pdf?p=6CC6799F8C1371F6C790A38569315032FE8B3FDBE6A7D64BCE3B4886D72BD474&Type=D>
3. <http://www.nclde.org/students-disabilities/ld-education-teachers/types-research-their-roles-improvement-practice>

## MGT22 - Business Communication

(60 Periods)

### Objectives

1. Understand nuances of interpersonal and organizational communication
2. Gain clarity about that themselves and their career goals so that they may excel in forms of communication used in employment screening
3. Appraise various forms of organizational communication they are likely to encounter in their work life

### Unit I

(12 Periods)

Framework for Business communication - Communication Process – Communication Business – Critical Communication Skills Critical thinking Skills – Communication & Technology

### Unit II

(12 Periods)

Developing Communication Skills Business presentation – Business writing – Visual Communication – exercise part of visual communication, Non verbal Communication – body language

### Unit III

(8 Periods)

Correspondence – Memo's – Business letters – Persuasive Messages

### Unit IV

(10 Periods)

#### Reports & Proposals

Types of reports – organising & Finalising Reports – Proposals & Documentation

### Unit V

(8Periods)

Employment Communication – Developing Resumes – modern methods of Interview techniques – Group Communication

### Unit VI

(10 Periods)

Emerging Trends in Business Communication-Media Conferencing-Tele Conferencing- M- Commerce, E- Commerce-International Communication Situations

### Reference Books

1. Urmila Rai & B.C. Rai - Business Communication - Himalaya publication
2. Monippally, M. - Business Communication strategies, 2001 - Tata McGraw Hill
3. O'Hair & O'Route – Business Communication – A frame work for success – South – Wester college Publishing
4. Asha Kaul - Business Communication - PHI, New Delhi
5. V. P. Michael – Communication & Research for Management – Himalaya Publishing House
6. Word Power Made Easy – Normen Levis W.R. - Goyal House Publications

### Web Link(s)

1. [http://www.prdaily.com/Main/Articles/Listening\\_facts\\_you\\_never\\_knew\\_14645.aspx](http://www.prdaily.com/Main/Articles/Listening_facts_you_never_knew_14645.aspx)
2. <http://www.noupe.com/how-tos/12-secrets-of-effective-business-communication.html>
3. [http://www.prdaily.com/Main/Articles/Listening\\_facts\\_you\\_never\\_knew\\_14645.a  
spx](http://www.prdaily.com/Main/Articles/Listening_facts_you_never_knew_14645.aspx)

## **MGT23 - Financial Management – I**

**(60 Periods)**

### **Objectives**

1. To familiarize students with basic concepts used in Financial Management
2. To provide basic understanding of Working Capital Management
3. To introduce Project Appraisal Mechanism and basics of Dividend Decisions

### **Unit I**

**(5 Periods)**

Meaning of Financial Management – Objectives – Scope of Financial Management – Liquidity Vs Profitability – Financial Functions

### **Unit II**

**(15 Periods)**

Financial Statement: - Analysis and Interpretations – Ratio Analysis

### **Unit III**

**(12 Periods)**

Fund Flow Analysis and cash Flow Analysis

### **Unit IV**

**(10 Periods)**

Financial Planning - Meaning – Forecasting Capital Requirements – Pattern of Financing – Capitalization

### **Unit V**

**(8 Periods)**

Leverage - Financial Leverage - Operational Leverage and Composite Leverage

### **Unit VI**

**(10 Periods)**

Capital Structure - Meaning – Pattern of Capital Structure – Optimum Capital Structure – Theories of Capital Structure – Factors Determining Capital Structure – EBIT - EPS Analysis

### **Reference Books:**

1. Khan YM and Jain PK, Financial Management – Text and Problems, 2007, Tata McGraw Hill Publishing Company Ltd, New Delhi
2. Prasana Chandra – Financial Management - Tata McGraw Hill
3. I.M. Pandey – Financial Management – Vikas Publications Ltd.,
4. Dr. S.N. Maheshwari – Financial Management Principles and Practice- Sultan Chand & Sons

### **Web Link**

1. [https://www.csi.ca/student/en\\_ca/courses/csi/csc.shtml](https://www.csi.ca/student/en_ca/courses/csi/csc.shtml)

## MGT24 - Management Information Systems

### Objectives (60 Periods)

1. Offers coverage of concepts and trends underlying current and future developments in information management and fundamental principles for the effective use of computer-based information systems.
2. Understand the role of information and the opportunities presented by the application of Information management in directing change

### Unit I (10 Periods)

Introduction to Information – Quality of Information – Characteristic of Information - System Concepts and Characteristics - Types of System - Activities and Resources - Information Systems for Operations - Control and Strategic Management

### Unit II (10 Periods)

Application of systems in Functional Areas - Hardware - Software - Telecommunications - Database Management Systems - Emerging Trends in IT.

### Unit III (12 Periods)

Transaction Processing and Reporting Systems - Decision Support Systems - Expert Systems - End User Systems - Functional Subsystems of a Business Organization.

### Unit IV (8 Periods)

Information Systems Development - Systems Development Life Cycle Approach - Structure Analysis - Data Flow Diagrams and Data Dictionary Structured Design – Input- Output and Database Design - Normalization - System Prototyping.

### Unit V (12 Periods)

Planning and Implementing Information Systems - Controlling Information System Resources- The Ethical Dimension and Societal Dimensions of IT - Privacy Issues - Computer Crimes, Health Issues and Societal Solutions.

### Unit VI (8 Periods)

Introduction to ERP – Elements of ERP – Application and Implementation of ERP – Benefits of ERP.

### Reference Books

1. James A. Obrien - Management Information Systems- TMGH, New Delhi
2. T.P. Goel - Management Information System - Tata McGraw Hill
3. Kenneth C. Louden, and Jane P.Louden - Management Information System, PHI, New Delhi
4. Rober G.Murdick, Joel E. Ross and James R. Claggett - Information System for Modern Management - PHI, New Delhi
5. Tery Lucey - Management Information System - BPB Publication, New Delhi
6. T.P. Goel -Management Information System - Tata McGraw Hill
7. Jawedkar - Management Information System - Oxford Publications

### Web Link(s)

1. Association for Information Systems (AIS)
2. IS History website
3. Center for Information Systems Research - Massachusetts Institute of Technology
4. European Research Center for Information Systems

## MGT25 - Business Mathematics and Statistics – II

### Objectives (60 periods)

1. To impart knowledge of basic Statistical Tools & Techniques with emphasis on their Application in Business Decision Process and Management.
2. To equip the students with different Statistical Techniques to summarize, analyze the interpret data, which are essential for Decision Making.

### Unit I (10 Periods)

Testing of Hypothesis -- Introduction Significance Level, Type I and Type II Errors. One Tailed, Two Tailed Tests - Test for Means and Proportions (Single Sample test)

### Unit II (10 Periods)

Testing of Hypothesis (Two Sample Test) - Test for Differences between Means (Large, Small Samples) - Test for Proportions (Small and Large Samples)

### Unit III (12 Periods)

Chi Square Analysis - Test of Independence Test of Goodness of Fit Analysis of Variance - One way Classification - Two Way Classifications

### Unit IV (12 Periods)

Theory of Correlation - - Scattered Diagram - Karl Pearson Spearman Rank Correlation -- Introduction to Partial Correlation - Regression Analysis - Simple Linear Regression

### Unit V (8 Periods)

Forecasting Methods - Trend Analysis, Cyclical Variation and Seasonal Variation - Irregular Variation

### Unit VI (8 Periods)

Non Parametric Statistics - The Sign Test for Paired Data - Mann – Whitney U-Test & Kruskal Wallis Test - One Sample Run Test & Kolmogorov – Smirnov Test.

### Reference Books

1. SriVastava, U.K., Shenoy, G.V., Sharma, S.C.- Quantitative Techniques for Managerial Decision- New Age International (P) Ltd, New Delhi
2. Sancheti, D.C, Kapoor, V.K., Metha P.L.- Quantitative Methods - Sultan Chand, New Delhi.
3. Richard I.Levin, David, S.Rubin - Statistics for Management - PHI, NewDelhi
4. Kazmier, L. J. and Pohl, N. F. - Basic Statistics for Business and Economics- Mc Graw Hill, New York
5. Terry, Sineich - Business Statistics by Examples - Colier Mac Millan Publishers, London
6. Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi
7. Dr. Chandra J.S. & Khanna K.K. Jagit Singh -Business Statistics - Vikas Publication

### Web Link(s)

1. [www.texasoft.com](http://www.texasoft.com)
2. [www.finecomb.com/statistical+tools](http://www.finecomb.com/statistical+tools)
3. <http://www.swlearning.com/quank/kohler/stat/resources/links.html>

## MGT26 - Business Laws – II

(60 Periods)

### Objectives

1. To familiarize the students with important features of law relating to Company Law
2. To give them an exposure to laws like formation of companies, operations and their relationship to business.

### Unit I

(7 Periods)

Companies Act 1956 - Definition – Characteristics – Formation of Company –Memorandum and Articles of Association - Amendments – Kinds of Companies – Public – Private - Holding and Subsidiary.

### Unit II

(12 Periods)

Shares – Capital - Prospectus – Deposits – Allotment – Issue of Share at Premium, at discount, Right Issue – Allotment – Membership – Nomination - Transfer of Shares - Share Warrant and Certificates - Deposits.

### Unit III

(12 Periods)

Meetings – Notice- Quorum – Proxy - Voting Rights – Resolution - Kinds – Special Notice – Inter-Corporate Loans and Investments

### Unit IV

(15 Periods)

Director – Appointment - Remuneration – Duties and Rights – Removal of Director – Vacation of Office - Charges – Creation – Registration - Removal and Kinds

### Unit V

(10 Periods)

Foreign Exchange Management Act - Person resident India – Person – Foreign Currency – Foreign Exchange – Foreign Security – Financial Transaction – Current Account Transaction – Capital Account Transaction – Penalties – Competition Act

### Unit VI

(7 Periods)

Customs and Excise – Commercial Taxes – VAT.

### Reference Books:

1. Kapoor,N.D. - Elements of Mercantile Law- S.Chand & Sons, New Delhi.
2. Avtar Singh - Company Law - Eastern, Lucknow
3. K.S. Anantharaman, Wadhwa, Nagpur - Lectures on Company Law & Competition Act.
4. Gogna, P.P.S - Textbook of Company Law - S.Chand, New Delhi.
5. Ramaiya - A Guide to the companies Act - Wadhwa, Nagpur
6. Anatharaman K.S - Business and Corporate Laws - C.Sitaraman & Co., Chennai

### Web Link(s)

1. "A Comparative Bibliography - Regulatory Competition on Corporate Law
2. The Samuel and Ronnie Heyman Center on Corporate Governance Benjamin N. Cardozo School of Law



## **MGT27 - Marketing Management – I**

### **Objectives**

**(60 Periods)**

1. To develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.
2. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints

### **Unit I**

**(8 Periods)**

Introduction to Marketing - Marketing Concept - Role of the Marketing Manager - Organisation of Marketing Department - Relation of Marketing Functions to Other Functional Areas of Management – Relative Importance of Marketing Mix

### **Unit II**

**(10 Periods)**

Marketing Planning & Strategies – Segmentation, Targeting, and Positioning

### **Unit III**

**(12 Periods)**

Product Management – Product Line, Product Mix, Product Differentiation - New Product Development - Product Life Cycle - Product Obsolescence Branding – Kinds - Packaging – Types of Packaging.

### **Unit IV**

**(10 Periods)**

Pricing – Break Even Analysis - Pricing Objectives - Methods of Pricing - Price Discrimination

### **Unit V**

**(10 Periods)**

Channel of Distribution – Types of Channels – Function of Channels – Channel Member Selection - Motivation – Channel Conflict – Managing Channel Conflict

### **Unit VI**

**(10 Periods)**

Promotion - Role of Promotion - Integrated Marketing Communication - Promotional Methods - Advertisement – Meaning - Appeals in Advertisement - Sales Promotion – Meaning - Personal Selling – Meaning - Publicity & Public Relations – Meaning - Direct Marketing – Meaning, Event and Sponsorship Management – Meaning - Online Promotion - Meaning.

### **Reference Books:**

1. Philip Kotler, Abraham Koshy, Mithileshwar Jha, Kevin Lane Keller “Marketing Management”, Pearson education
2. Rajan Sexana - Marketing Management - Tata McGraw Hill, New Delhi
3. Stanton, William, J.- Fundamentals of Marketing - McGraw Hill, New York
4. Michael J. Etzal, Bruce J.Walker aand William J. Stanton - Marketing - MGH, New York,
5. Ramaswamy, V.S. and Namakumari, S., Marketing Management, McMillan India Ltd, New Delhi
6. Neelamegam, S.- Marketing in India - Cases and Readings- Vikas Publications, New Delhi
7. Ramaswamy, V. S and Namakumari. S- Marketing Management: Planning, Control- Macmillan, New Delhi

### **Web Link(s)**

1. The dictionary definition of marketing at Wiktionary
2. Quotations related to marketing at Wikiquote
3. Marketing at Wikibooks

## MGT28-Organizational Change and Development

(60 Periods)

### Objectives

1. To develop the fundamental knowledge on Change Management
2. To create an understanding on the role of leadership in the Change Management
3. To become knowledgeable in the application of strategical tools for the development of the Organization

### Unit I

(10 Periods)

Introduction, theories of organizational change, need for change, types of change, role of organizational change consultants, drawbacks, change process and its stages, role and significance of HRD in the organizational change process.

### Unit II

(10Periods)

Introduction, systems view of an organization, organizational structure and systems, types of organizational structure, systems theory, systems analysis and systems thinking, business process approach, organizational design models, role of critical success factors in organizational design, transactional and transformational leader, environment and leadership, organizational lifecycle model, organizational development through competency development.

### Unit III

(10 Periods)

Introduction, culture and organizations, proactive and reactive technological cultures, transition from reactive to proactive technological culture, aspects of organizational culture, differences in organizational cultures, dimensions of cultures and their influence on organizations.

### Unit IV

(10 Periods)

Introduction, definition and concepts of OD, need for OD in organizations, history or evolution of OD, OD in different types of organizations, OD and management development, important triggers for OD, OD and leadership development, OD and business process re-engineering (BPR).

### Unit V

(10 Periods)

Introduction, employee attitudes in the organizational change process, strategies for attitudinal change, attitude measurement, HRD initiatives and attitudinal change, use of scaling techniques to map attitude, attitude surveys, overview of performance management, performance models, performance driven organizational change, performance matrix, managing change through balanced scorecard, HR scorecard.

### Unit VI

(10 Periods)

MBO for organizational effectiveness, managerial roles theory for achieving OE, models for organizational excellence, organizational change and TQM, TQM and the operating environment of organizations, knowledge management, strategic framework for mapping knowledge, gap analysis, strategic knowledge management in Indian organizations, knowledge management and organizational change.

### Reference Books

1. Organizational Change and Development by Dipak Kumar Bhattacharyya published by Oxford University Press in 2011
2. Organization Development and Change, Cummings & G. Worley, South Western Cengage Learning 9th edition.
3. Organizational Change, Jean Helms Mills, Kelly Dye and Albert J.Mills published by Routledge.
4. Practicing organization development: a guide for consultants by William J. Rothwell, Roland Sullivan. Library of Congress Cataloging in Publication Data, 2<sup>nd</sup> Edition.

### Web link

1. [Organization Development Network](#) An international, professional association of educators and practitioners.

### III Trimester

S.No	Subject code	Title	Total Credits	Internal Marks (Max)	External Marks (Max)	Total Marks (Max)
<b>Core Papers</b>						
1	MGT31	Production and Operations Management	4	40	60	100
2	MGT32	Human Resource Management	4	40	60	100
3	MGT33	Financial Management – II	4	40	60	100
4	MGT34	Operations Research for Managers	4	40	60	100
5	MGT35	Marketing Management – II	4	40	60	100
6	MGT36	Indian Ethos for Effective Human Resource	4	40	60	100
7	MGT37	Business Laws-III	4	40	60	100
8	T3MCL	Business Analytics Lab-III	2	50	-	50
9	T3MCP	Comprehensive Viva-voce-III	2		50	50
<b>Total Credit - 32</b>						

## **MGT31 - Production and Operations Management**

### **Objectives**

**(60 Periods)**

1. To help student learn production and operations management system and analysis issues pertaining to management of productivity, manufacturing technology and facilities.
2. To provide students with various elements underline the basic functions of operations management.
3. To familiarize the students with various aspects of quality management.

### **Unit I**

**(12 Periods)**

Operations Management – Overview – Objectives – Decisions - Strategic Decisions - Short – term Decisions -Facilities Planning - Product Selection Process - New Idea of Mortality -Product Curve - Product Development, Design Characteristics - Process Selection - Process Forms - Advantages & Disadvantages of each Forms - Processing Industries.

### **Unit II**

**(12 Periods)**

Facilities Location – Location Decision - General Territory Selection - Community Selection- City Location - Country Location - Rating Methods - Facilities Layout and Materials Handling Objectives – Types of Layout Problems – Various Types of Layout - Product – Process - Job Shop – Project - Plant Layout Factors- Layout Design Procedure - Flow & Activity Analysis- Operation & Flow Process Chart- Capacity Planning – Process for Capacity Planning

### **Unit III**

**(10 Periods)**

Work and Job design – Work Design – Objectives - Work Study Approach - Work Measurement - Procedure for Work Measurement - Basic Work Study Procedure- Method study - Definition - Objectives and basic procedure – Time Study – Necessity and Procedure for Time Study- Advance Manufacturing Systems – JIT Manufacturing - Computer Integrated Manufacturing (CIM) and Flexible Manufacturing System (FMS)

### **Unit IV**

**(10 Periods)**

Materials Management – Basic Concepts and its Importance – Maintenance Management – Objectives of Maintenance and Types of Maintenance – Purchase Management – Role of Purchasing Function - Purchasing Decision - Purchasing Organization - Vendor Development and Vendor Rating – Inventory Management – Concepts of Inventory- Functions of Inventory, Classification - Inventory Control Techniques – Reorder Level - EOQ - ABC Analysis.

### **Unit V**

**(8 Periods)**

Quality Management – Quality – Meaning aspects and Importance - Introduction to Quality Circles - Control Charts - Introduction to TQM – ISO standards and BIS.

### **Unit VI**

**(8 Periods)**

Introduction to Safety Management and Disaster Management in Manufacturing and Services - Waste Management - Functional Elements of Waste Management - Waste and Productivity. Stores Management – Stores Functions - Stores Organization - Stores Systems - Classification of Materials – Codification - Standardization and Variety Reduction - Stores Management Techniques

### **Reference Books:**

1. Buffa, E.S. - Modern Production Management - John Wiley, New York
2. Chary, S.N. - Production and Operations Management - Tata McGraw Hill, New Delhi.
3. Ahuja, K.K.,- Production Management - CBS Publication, New Delhi
4. Goel, B.S,- Production and Operation Management,- Pragati Prakasshan, Meerut
5. Banga T.R, Agarwal, N.K., Sharma S.C. - Industrial Engineering and Management Science- Khanna Publishers, New Delhi.
6. Martand Telsang -Industrial Engineering and Production Management - S.Chand, New Delhi
7. Chunawalla, S.A, and Patel, D.R- Production and Operations Management - Himalaya Publishing House, Mumbai

**Web link(s)**

1. <http://www.inventoryexplained.com/web-links.html>
2. <http://www.slideshare.net/niaz007/production-and-operations-managementpom>
3. [http://www.ksg.harvard.edu/fs/gstuart/Syllabus\\_STM\\_301.pdf](http://www.ksg.harvard.edu/fs/gstuart/Syllabus_STM_301.pdf)
4. <http://www.poms.org/>

## MGT32 - Human Resource Management

### Objectives (60 Periods)

1. To familiarize the students with Human Resource Management. Concepts and functions.
2. To help the students in identifying problems in the management of Human Resources
3. To acquaint the students with different strategies and legislations used in management of HR related issues in the organization

### Unit I (12 Periods)

HRM Functions - Evolution of HRM – Status - Role of HR Manager - Emerging Trends in HR

### Unit II (10 Periods)

Human Resource Planning - Job Analysis - Job Description – Job Specification - Recruitment - Selection with special reference to Testing and Interviewing.

### Unit III (12 Periods)

Training and Development with special reference to Methodologies of Training - Job Changes - Job Rotation - Job Enlargement - Job Enrichment.

### Unit IV (10 Periods)

Knowledge Management – Career Development – HR Audit

### Unit V (8 Periods)

Performance Management and Appraisal – Concept – Objectives - Performance Appraisal Systems - Performance Coaching and Counseling - Performance Management for Teams and Team Appraisal - Promotions and Transfers

### Unit VI (8 Periods)

Human Resource Information System

### Reference Books

1. Edwin, B. Flippo - Personnel Management- MGH, New York
2. V.S.P. Rao - Human Resource Management - Excel publications.
3. Arun Monappa & Saiyadain - Personnel Management - TMGH, New Delhi
4. David A. Decenzo, Stephen P. Robbins - Personnel/ Human resource Management - PHI, New Delhi.
5. Tripathi, P.C. and Kapoor, N.D. - Personnel Management and Industrial Laws - Sultan Chand & Sons, New Delhi
6. Guy, V & Mattock J The New - International Manager - Kogan Page, London
7. Aswathappa. K, - Human Resource and Personnel Management - Tata McGraw Hill, New Delhi

### Web Link(s)

1. <http://onlinelibrary.wiley.com/journal/10.1002/%28ISSN%291099-050X>
2. <http://www.journals.elsevier.com/human-resource-management-review/>
3. <http://www.tandfonline.com/toc/rjih20/current#.Uxhl2YXCyDs>

## MGT33 - Financial Management – II

(60 Periods)

### Objectives

1. To Familiarize the students with the valuation of firm
2. To Develop the analytical skills by associating the tools and techniques with the situation
3. To Develop the skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management

### Unit I

(10 Periods)

Capital Budgeting – Investment Decision

### Unit II

(10 Periods)

Cost of Capital - Concept of Cost of Capital – Importance - Determination of Cost of Capital

### Unit III

(10 Periods)

Working capital Management – Concept – Need - Types and Management of Working Capital

### Unit IV

(10 Periods)

Dividend Decision - Factors affecting Dividend Decision – Walter’s Approach in Dividend Policy – Form of Dividend – Bonus Issue – Stock Split

### Unit V

(10 Periods)

An introduction of Capital & Money Market – An Introduction of Emerging Financial Services

### Unit VI

(10 Periods)

Basics of International Financial Management

### Reference Books:

1. Prasana Chandra – Financial Management, TMGH
2. I.M. Pandey – Financial Management – Vikas Publication Ltd.,
3. Dr. S.N. Maheshwari – Financial Management Principles and Practice Sultan Chand & Sons

### Web Link:

1. [http://www.accaglobal.com/learningproviders/alpc/content\\_provider\\_directory/search](http://www.accaglobal.com/learningproviders/alpc/content_provider_directory/search)

## **MGT34 - Operations Research for Managers**

**Objectives** **(60 Periods)**

1. To introduce the students to the principles of operations research techniques and their applications in decision making.
2. To use computer packages for data processing purposes.

**Unit I** **(12 Periods)**

Meaning and Scope of O.R - Basic Concepts - Introduction to Linear Programming Problems- Matrix form of L.P.P - Mathematical Formulation of L.P.P

**Unit II** **(12 Periods)**

Graphical Solution for L.P.P - Simplex Method .

**Unit III** **(10 Periods)**

Transportation Models & Assignment Problems and Traveling Salesperson Models

**Unit IV** **(10 Periods)**

Network Analysis- Drawing of Arrow Diagram - Critical Path Method - PERT Problems, Projection of Project Time

**Unit V** **(8 Periods)**

Theory of Games - Pure and Mixed Strategies - Principles of Dominance and Graphical Methods – Queuing Theory - M/M/I/FIFO Model – Simulation Problems

**Unit VI** **(8 Periods)**

Replacement Problems -Deterministic Cases- Probabilistic Cases - Sequencing Problems

### **Reference Books:**

1. Hamdy A.Taha, Operations Research, PHI, New Delhi.
2. Ahuja A.K etc. Network Flows, Englewood Cliffs, Printice Hall Inc, New Jersey
3. PremKumar Gupta and Hira, D.S., Operations Research, SultanChand & Co., New Delhi,
4. Sharma, S. J.K Operations Research Theory and Applications New Delhi, Macmillan India
5. Kapoor, V.K., Operation Research, SultanChand & Sons, New Delhi.

### **Web Link(s)**

1. Springer.com. Retrieved 13 November 2013.
2. Springer.com. Retrieved 13 November 2013.



## MGT35 - Marketing Management – II

(60 Periods)

### Objectives

1. To analyze the marketing and business environment in which an organization is operating
2. To determine the major opportunities and problems facing the organization, to develop a creative set of alternative marketing strategies

### Unit I

(5 Periods)

Market Analysis – Potential – Demand - Potential/Sales Potential - Scope for Influencing Demand - Sales Forecasting

### Unit II

(10 Periods)

Market Research – Product Research - New Product Research - Advertisement Research - Sales Control Research - Motivation Research - Uses and Limitations.

### Unit III

(15 Periods)

Consumer Behaviour - Buying Motives- Fashions and Consumer Tastes – Consumer Decision-Making Process.

### Unit IV

(10 Periods)

Customer Relationship Management – Meaning - Process and Retention Strategies

### Unit V

(15 Periods)

Industrial Marketing – Demand Concepts – Classification of Industrial goods – Industrial Buyer Behaviour – Product Management – Pricing – Distribution – Promotion of Industrial Products.

### Unit VI

(5 Periods)

Rural Marketing – Rural Market Environment- Segmentation – Targeting - Product Strategy - Distribution Strategy - Promotional Strategy

### Reference Books

1. Philip Kotler, Abraham Koshy, Mithileshwar Jha, Kevin Lane Keller - Marketing Management - Pearson education
2. Neelamegam, S. - Marketing in India Cases and Readings - Vikas, New Delhi
3. Stanton, William, J. - Fundamentals of Marketing -McGraw Hill, New York
4. Michael J. Etzal, Bruce J.Walker aand William J. Stanton – Marketing - MGH, New York,
5. Ramaswamy, V.S. and Namakumari, S. - Marketing Management - McMillan India Ltd, New Delhi
6. Ramaswamy, V. S and Namakumari. S - Marketing Management: Planning, Control, - Macmillan, New Delhi
7. Rajan Sexana -Marketing Management”- Tata McGraw Hill, New Delhi.

### Web Link(s)

1. The dictionary definition of marketing at Wiktionary
2. Quotations related to marketing at Wikiquote
3. Marketing at Wikibooks

## **MGT36 - Indian Ethos for Effective Human Resource Management**

**(60 Periods)**

### **Objectives**

1. Recognize ethical issues when making business decisions.
2. Gain an enhanced understanding of legal rules and ethical constraints.
3. Improve analytical problem solving and ethical decision making skills.

### **Unit I**

**(10 Periods)**

Components of Indian Ethos significance of Indian Ethos - Relevance of Indian Ethos to Modern Management

### **Unit II**

**(10 Periods)**

Introduction to the Advent of Veda - Significance of its progress - Upanishads - Brahma Sutras  
Concept of God

### **Unit III**

**(8 Periods)**

Consciousness Genesis - Evolution – Progress – Involution - Realization as revealed by Masters

### **Unit IV**

**(12 Periods)**

Human Being & Levels of Consciousness - Positive and Negative - Traits and Correlation to Modern Management Theories

### **Unit V**

**(12 Periods)**

Universal Masters and their Wisdom - Experiential revelations by Universal Masters and their relevance to Human Resource Management - Significance of Advaita Philosophy

### **Unit VI**

**(8 Periods)**

Future Organizations – Higher Consciousness Organizations for Effective HRD -Significance of Yoga-Silence-Prayer-Meditation- Naamsmaran- Study- Satsang

### **Reference Book:**

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

### **Web Link(s)**

1. A History of the Society for Business Ethics (2005)
2. Business Ethics Quarterly
3. The Ruffin Series of the Society for Business Ethics
4. Philosophy Documentation Center

;

## MGT37 -Business Laws-III

(45 Periods)

### Objectives

1. To induct the students to the principles governing industrial adjudication with special reference to the various legal concepts.
2. To provide Students with Basic Labour related Concepts and the Indian Labour Acts in which Business is carried on.
3. To identify the emerging legal issues in a digital networked environment

### Unit I

(8 Periods)

Factories Act, 1948 – Meaning, Health, Safety and Welfare measures.

### Unit II

(8 Periods)

Industrial Dispute Act, 1947 – Industrial Employment – Standing Orders Act, 1946 – Trade Union Act, 1926

### Unit III

(8 Periods)

Workmen Compensation Act, 1923 - Employees State Insurance Act, 1948 - Employees Provident Fund and Miscellaneous Provision Act, 1952 - Payment of Gratuity Act, 1972.

### Unit IV

(8 Periods)

Payment of Wages Act 1936 - Minimum Wages Act, 1948 – Equal Remuneration Act – Payment of Bonus Act, 1965.

### Unit V

(5 Periods)

Tamil Nadu Shops and Establishments Act – Holidays (National and Festival) Act, Employment Exchanges (Compulsory Notification of Vacancies) Act 1959

### Unit VI

(8 Periods)

Contract Labours (Regulation & Abolition) Act 1970, Maternity Benefit Act 1961, Apprentices Act 1961

### Reference Books

1. Industrial & Labour law – Malik
2. Labour Law -, Taxman Publication, New Delhi
3. Bare Acts.
4. Elements of Industrial Law - Kapoor N.D
5. Industrial Relations and Labour laws - Srivastava
6. Industrial Law - M.C. Shukla
7. Commercial and Industrial Law – Dhandapani
8. Maintaining Industrial Discipline - Das Gupta

### Web Links

1. <http://pib.nic.in/newsite/PrintRelease.aspx?relid=71533>.
2. <http://www.thehindu.com/news/national/minimum-wage-hiked-by-rs15/article1609572.ece>

**IV Trimester**

S.No	Subject code	Title	Total Credits	Internal Marks (Max)	External Marks (Max)	Total Marks (Max)
<b>Core Paper</b>						
1	T4MC1	International Business Environment	4	40	60	100
<b>Open Choice Elective in Marketing Specialization</b>						
1	T4MM1	Retail Management	3	40	60	100
2	T4MM2	Advertising Management & Sales Promotion	3	40	60	100
3	T4MM3	Consumer Behaviour	3	40	60	100
4	T4MM4	Product and Brand Management	3	40	60	100
5	T4MM5	Industrial Marketing	3	40	60	100
6	T4MM6	Marketing Research	3	40	60	100
7	T4MM7	Digital Marketing	3	40	60	100
<b>Open Choice Elective in Finance Specialization</b>						
1	T4MF1	Investment Management	3	40	60	100
2	T4MF2	Emerging Trends in Financial Markets	3	40	60	100
3	T4MF3	Corporate Finance	3	40	60	100
4	T4MF4	Business Valuation and Financial Modelling	3	40	60	100
5	T4MF5	Corporate Restructuring	3	40	60	100
<b>Systems</b>						
1	T4MS1	Management of Software Projects	3	40	60	100
2	T4MS2	Relational Database Management Systems	3	40	60	100
3	T4MS3	ERP in Managerial Functions	3	40	60	100
<b>Open Choice Elective in Human Resources Specialization</b>						
1	T4MH2	Human Resource Planning and Development	3	40	60	100
2	T4MH3	Strategic Human Resource Management	3	40	60	100
3	T4MH4	Performance Management	3	40	60	100
4	T4MH5	Cross cultural Management	3	40	60	100
5	T4MH6	Employee Engagement	3	40	60	100
<b>Open Choice Elective in Operations Specialization</b>						
1	T4MO1	Materials Management	3	40	60	100
2	T4MO2	Total Quality Management and BPR	3	40	60	100
3	T4MO3	Logistics, Supply Chain and Shipping Management	3	40	60	100
4	T4MO4	Ergonomics	3	40	60	100
<b>International Business</b>						
1	T4MI1	International Marketing	3	40	60	100

2	/ T4MI2	International HRM	3	40	60	100
3	T4MI3	International Logistics and Trade	3	40	60	100
<b>Banking</b>						
1	T4MB1	Principles and Practices of Banking	3	40	60	100
2	T4MB2	Risk Management	3	40	60	100
3	T4MB3	Retail Banking	3	40	60	100
	T4MCL	Business Analytics-IV	2	50	-	50
	T4MCP	Comprehensive Viva-voce-IV	2		50	50
Total Credits – 1 Core Paper + 3 Papers from Dual Specialization+ 1 Lab Paper+ 1 Comprehensive Viva <b>4+9+9+2+2 = 32</b>						

**Note**

A student has to choose three elective papers from two specializations (dual) along with one core paper. The elective papers can be chosen from two specializations under open choice elective mode.

## **T4MC1 - International Business Environment**

**(60 Periods)**

### **Objectives**

1. To give an overview and basic concepts of international business
2. To identify the environments of international business
3. To describe the basic forms of international business activities

### **Unit I**

**(10 Periods)**

An overall perspective of International Management – Forms of International business – Nature of Multinationals – Types of International organisations

### **Unit II**

**(10 Periods)**

Globalisation of business – Economic, Political and Cultural environment of International business – WTO and Trade liberalization – Implication of India

### **Unit III**

**(10 Periods)**

Structured design of MNCs – Decision making and controlling – decision making process – Decision making issues – Ethis and social responsibility – Response to social obligations - Case studies

### **Unit IV**

**(10 Periods)**

Regional Trade blocks – Inter Regional trade among regional groups

### **Unit V**

**(10 Periods)**

Export promotion in India – EXIM Policy – Export Documentation and export procedures – Trends in India's foreign trade – Indian Multinational in Manufacturing and service sectors

### **Unit VI**

**(10 Periods)**

Future of International Management – A global Perspective – Transitional strategies

### **Reference Books**

1. Francis cherunilam, Business Environment, Himalaya Publication House, New Delhi
2. Subba Rao – “International Business” - Himalaya Publication Ltd.,
3. Eiteman, D.K. and Stopnehil, Al Multinational Business Finance, Addison Wesley, New York
4. Charles W.L. Hill & Arun Kumar Jain – International Business – Tata McGraw Hill Publication
5. Anant K. Sundaram, J. Stewart Black, The International and Environment, PHI, New Delhi
6. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business New Delhi, Anmol

### **Web link(s)**

1. [http://www.ebea.org.uk/teaching\\_resources/weblinks/websites\\_for\\_business\\_and\\_economics/w\\_ebsite](http://www.ebea.org.uk/teaching_resources/weblinks/websites_for_business_and_economics/w_ebsite)
2. [http://global.oup.com/uk/orc/busecon/business/hamilton\\_webster3e/](http://global.oup.com/uk/orc/busecon/business/hamilton_webster3e/)
3. <http://global.oup.com/ukhe/product/the-international-business-environment-9780198704195>

## T4MM1 - Retail Management

(45 Periods)

### Objectives

1. Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.
2. Explain how retailers use marketing communications to build a brand image and customer loyalty.
3. Understand the integration of merchandise management and supply chain strategies leading to excellent customer service

### Unit I (5 Periods)

Introduction to retail concept, nature, role, functions, classification of retail stores – retailing in India - Ethics in retailing - emerging trends in retail management

### Unit II (8 Periods)

Retail market segmentation – benefits of market, segmentation – STP – criteria for effective market segmentation - Retail organization, undertaking the retail customer - factors influencing retail shopper – Buyer behaviour - Buyer decision-making process

### Unit III (8 Periods)

Retail strategy – location strategy, pricing strategies, promotional strategy - The role of personal selling in retail, retail selling process

### Unit IV (8 Periods)

Merchandise management – factors affecting merchandise function, merchandise plan, merchandise buying – branding strategies, category management - Merchandise support management – HRM in retail – recruitment and selection, training, motivation and evaluation, retail operations – store administration, importance of store design, store layout, space planning, methods of display

### Unit V (8 Periods)

Measuring financial performance – income statement, strategic profit model, measuring merchandise performance, retail store and space performance, employee productivity - Relationship marketing (CRM) in retailing – importance of service in retail, relationship marketing in organized and unorganized retail sector

### Unit VI (8 Periods)

Retail management information systems – role of IT in retail – factors affecting the use of technology, E-commerce market in India, supply chain management – issues involved in developing supply chain framework, supply chain integration, retail logistics – emerging trend – Web, Mobile and Flat Marketing

### Reference Books

1. Retailing Management – Text and cases – Swapna pradhan – Tata Mcgraw Hill publication, New Delhi
2. Retail Management – Chetan Bajaj, Rajnisa Tuli, Nidhi V. Srivastava – Oxford university Press, New Delhi
3. Levy & Weitz – Essentials of retailing IRWIN Publication
4. Suja Nair, Retailing in the Indian context, Himalaya Publishers

### Web link(s)

1. <http://www.slideshare.net/robinkapoor/retail-management-presentation>
2. <ftp://ftp.repec.org/opt/ReDIF/RePEc/rdc/v2i1/7.pdf>
3. [https://en.wikipedia.org/wiki/Category\\_management](https://en.wikipedia.org/wiki/Category_management)

## **T4MM2 - Advertising Management & Sales Promotion**

**(45 Periods)**

### **Objectives**

1. To understand the process of marketing communications.
2. To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.

### **Unit I**

**(3 Periods)**

Promotional mix - Promotional mix tools - Steps in communication process - factors in deciding promotional mix-Integrated marketing communication.

### **Unit II**

**(10 Periods)**

Advertising management - meaning, objectives, importance, classification of advertisement, organisation of advertising department, advertising agency management, Advertising objectives-DAGMAR -campaign planning, advertising budget

### **Unit III**

**(8 Periods)**

Advertising media management - types - print, radio, TV, Cinema, outdoor and other forms - advantages, limitation, media planning & scheduling – Web Advertising.

### **Unit IV**

**(10 Periods)**

Advertising Creativity: Advertising copy writing for print-Headlines, body copy, visualization-layout-types of layout- Magazines, brochure, yellow pages, classified advertisements.

### **Unit V**

**(8 Periods)**

Copy writing for broadcasting media – Pre-production and posts production process, evaluation of advertisement –Pre-testing and post –testing-methods international advertising decisions

### **Unit VI**

**(6 Periods)**

Sales promotion: Sales promotion - objectives, tools, planning, implementation and control, evaluation of sales promotions.

### **Reference Books**

1. Chunnawala and Chaitya– Advertising Theory and Practice – Himalaya publication Ltd
2. Rajeev Batra, John G. Myers, David A. Aaker, Advertising Management, PHI, New Delhi
3. William F.Aakera, Contemporary Advertising, MGH, New York
4. Borden, William H Advertising, New York, John Wiley
5. Hard Norman, The Practice of Advertising, Oxford, Butter worth Heinemann
6. Beelh, George E and Beleh, Michael A Introduction to Advertising and Promotion Chicago, Irwin
7. Frank Jefkins “Advertising”, Printice Hall Pearson Education
8. Jaishri & Jethwaney, shriti jain – Advertising Management – Oxford Publication

### **Web link(s)**

1. <http://whatis.techtarget.com/reference/advertising-terminology-on-the-Internet>
2. [https://en.wikipedia.org/wiki/Online\\_advertising](https://en.wikipedia.org/wiki/Online_advertising)
3. [https://en.wikipedia.org/wiki/Advertising\\_management](https://en.wikipedia.org/wiki/Advertising_management)
4. <http://managementhelp.org/marketing/advertising/defined.htm>



## **T4MM3 - Consumer Behaviour**

**(45 Periods)**

### **Objectives**

1. To familiarize with the different facets of consumer behaviour.
2. To create awareness of the theories of motivation and perception as applied in consumer behaviour.

### **Unit I**

**(5 Periods)**

Introduction to consumer Behavior – Diversity of consumer behavior – Concepts and need for studying consumer behavior – Consumer buying motive- types.

### **Unit II**

**(8 Periods)**

Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market segmentation.

### **Unit III**

**(8 Periods)**

Factors influencing the Consumer Behaviour -Culture, Social Class, Social Group and family, life style, VALS

### **Unit IV**

**(8 Periods)**

Individual Determinants of Consumer behaviour – Motivation and involvement, Behaviour modifications, Personality and self-concept, perception, learning, Values, Attitudes and Changing Attitudes

### **Unit V**

**(8 Periods)**

Diffusion of innovations – Innovation and Adoption of new Products - Consumer Satisfaction and Relationship Marketing- Customerisation - Enhancing Customer satisfaction-Sources of customer dissatisfaction- CRM Practices

### **Unit VI**

**(8 Periods)**

Consumer Decision Process: Problem recognition, information seeking process, Information evaluation Process, Purchase process and Post Purchase Process – Models and utility

### **Reference Books**

1. Sujua R. Nair, Consumer Behavior in Indian Perspective – Himalaya Publishing House
2. Leon G Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, PHI, New Delhi
3. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, MGH, New York
4. C.S. Gupta – Consumer Behaviour, TMGH

### **Web link(s)**

1. <https://www.consumerpsychologist.com/>
2. <https://bulletin.unl.edu/undergraduate/courses/MRKT/443>
3. [https://saylordotorg.github.io/text\\_principles-of-marketing-v2.0/s06-consumer-behavior-how-people-m.html](https://saylordotorg.github.io/text_principles-of-marketing-v2.0/s06-consumer-behavior-how-people-m.html)

## **T4MM4- Product and Brand Management**

**(45 Periods)**

### **Objectives**

Enhance understanding of the complexities of a company's market offer and the need of Product Management Exposure to the various concept of product Management. To formulate, implement and evaluate the product mix strategy and portfolio strategy. Examine all aspect of brand creation Understand the role and importance of branding to the company and to the consumers

### **Unit I**

**(8 Periods)**

Product concepts: Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and Forecasting – Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies Product Evaluation

### **Unit II**

**(5 periods)**

Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation

### **Unit III**

**(8 Periods)**

New Products: New Product Categories, Organization for Product Management, Prototyping, New Product Development Process, test marketing, product line and product Mix Strategies – Product Positioning Map.

### **Unit IV**

**(8Periods)**

Understanding Brands: Brands Vs Products, Benefits of branding; Brand attributes, significance of branding to consumers & firms, selecting brand names.

### **Unit V**

**(8 Periods)**

Brand Awareness – Types of Brand Awareness, Brand Image – Types of Associations, Brand Identity, Brand Personality, Brand Positioning, Creating Core Brand Values; Brining Brand to life: Growing, sustaining.

### **Unit VI**

**(8 Periods)**

Brand equity – Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding.

### **Reference Books**

1. C.Merle Crawford, New Product Management
2. Donald Lehmann, Product Management, Tata Mac Graw Hill

3. Keller, Kevin Lance, Strategic Brand Management: Building, Measuring and Managing Brand Equality.
4. Urban, Hauser and Dholakia, N. Essentials of New Product Management

**Weblink(s)**

1. Nielsen: Understanding the Power of a Brand
2. <http://www.jstor.org/stable/504744>
3. "Best Global Brands 2016 Rankings". *interbrand.com*. Retrieved 14 May 2017.
4. Jump up^ <http://www.snopes.com/holidays/christmas/santa/cocacola.asp>
5. Jump up^ <http://www.snopes.com/cokelore/tadpole.asp>

## **T4MM5-Industrial Marketing**

**(45 Periods)**

### **Objectives**

The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.

### **Unit – I**

**(8 Periods)**

Introduction to industrial marketing, Definitions of industrial marketing: Name of Industrial Marketing, Industrial marketing Vs. Consumer marketing, economics of industrial demand, The resellers market, The Industrial marketing concept, Types of Industrial markets, Classifying Industrial Products Organization procurement characteristics.

### **Unit – II**

**(8 Periods)**

Classifying Industrial products, Organization Procurement characteristics the Industrial Marketing environment, Environment effect on Industrial market with special references to government Rule. Trends in industrial marketing.

### **Unit – III**

**(8 Periods)**

The nature of industrial buying, Organization Procurement characteristics the industrial Marketing Environment, Enjoyment effect on industrial market with special reference to government Rule. Trends in industrial marketing.

### **Unit – IV**

**(8 Periods)**

Strategy planning in industrial markets: decision support system, assessing market opportunities, marketing research for Industrial products, Micro & macro variable for segmenting market, target marketing and positioning, differentiated and undifferentiated Marketing and positioning.

### **Unit – V**

**(8 Periods)**

Developing product strategy, analyzing industrial product life cycle, developing strategies for existing and new products. Service strategy: Standardization V/S non standardization of parts. Types of technical assistance and organization for technical assistance and difficulties in rendering technical assistance.

### **Unit – VI**

**(5 Periods)**

Industrial distribution channel and marketing logistics, vertical channel members \

### **Reference Books**

1. Alexander, R.S. Cross, J.S. & Hill , M:Industrail Marketing, Richard Irwin, Homewood Illincis.
2. Reeder & Reeder : Industrial Marketing , Prentike Hall, India.

3. Coz. F. (Jr.) : Industrial Marketing Research, John-Willey & Sons, New York, 1971.
4. Fisher, L : Industrial Marketing Business Books, 1969.

**Weblink(s)**

1. The dictionary definition of [marketing](#) at Wiktionary
2. Quotations related to [marketing](#) at Wikiquote
3. [Marketing](#) at Wikibooks

## **T4MM6- Marketing Research**

**(45 Periods)**

### **Objectives**

The objectives of the course would be to give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective. The course is designed to inculcate the analytical abilities and research skills among the students.

### **Unit-I**

**(8 Periods)**

Introduction to Market Research Types of Research – Basic & Applied, Nature, Scope, Objectives, Importance, & Limitations of Market Research.

### **Unit-II**

**(8 Periods)**

Sources and collection of Marketing Data. Secondary data – Advantages & Limitations, Sources – Govt. & Non Govt. Primary Data – Advantages & Limitations, Sources, Methods of Collection Primary Data – Observation, Mail, Personal Interview, Telephonic Interview, Internet Interviewing

### **Unit-III**

**(8 Periods)**

Market Research Techniques. National readership survey, Retail Store Audit, Consumer Panels, Test Marketing, Research in Advertising Decisions, Marketing Audit, Data Base Marketing, Focus Group Interviews.

### **Unit-IV**

**(8 Periods)**

Sampling, Questionnaire & Scaling Techniques. Probability Sampling, Sampling methods, Sample Design. Questionnaire design and drafting. Scaling techniques like Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, Rating & Ranking Scales.

### **Unit-V**

**(8 Periods)**

Setting up & Implementation of Marketing Research Project. Steps in formulating Market Research Projects, One project for consumer durables and one for non durables to be discussed

### **Unit-VI**

**(5 Periods)**

Illustrations/cases to be discussed for following topics of above mentioned chapters. Data collection methods, test marketing, focus group interviews, internet interviewing, sample design, questionnaire construction, scaling techniques.

### **Reference Books**

1. Marketing Research by Ramanuja Majumdar
2. Marketing Research by Mishra
3. Marketing Research by MV Kulkarni
4. Marketing Research By DM Sarawte.
5. Research for Marketing Decisions by Paul Green, Donald Tull.
6. Marketing Research – Rajendra Nargundkar (Tata Mc)
7. Business research Methods-Donald R.Cooper.
8. Market research – G.C.Beri

## **Weblink(s)**

1. Honomichl Top 50 - 2008. Annual business report of the top 50 players in the U.S. marketing research industry. American Marketing Association2.
2. The 2014 AMA Gold Top 50 Report - [http://publications.ama.org/Marketing\\_News/MN-jun14/offline/download.pdf](http://publications.ama.org/Marketing_News/MN-jun14/offline/download.pdf)
3. International Institute of Market Research and Analytics (IIMRA)
4. Market Research Society (MRS)

## **T4MM7-Digital Marketing**

**(45 Periods)**

### **Objectives**

This course will help the student create and implement effective Internet Marketing and will allow him / her to strongly position themselves in the organisation. Emphasis in this course is placed on developing practical digital marketing. Digital Marketing has become extremely important and is considered to be the future of marketing.

### **Unit-I**

**(8 Periods)**

Principles and Drivers of New Marketing Environment – Digital Media Industry – Reaching Audience Through Digital Channels – Traditional and Digital Marketing – Introduction to Online Marketing Environment – Dotcom Evolution – Internet Relationships

### **Unit-II**

**(6 Periods)**

Business in Modern Economy – Integrating E-Business to an Existing Business Model – Online Customer Expectations – Online B2C Buying Process – Online B2B Buying Behavior – Website Designing – Website Content – Forms of Search Engines – Working of Search Engines – Revenue Models in Search Engine Positioning – SEO – Display Advertising – Trends.

### **Unit-IV**

**(8 Periods)**

Product Attributes and Web Marketing Implications – Augmented Product Concept – Customizing the Offering – Dimensions of Branding Online – Internet Pricing Influences – Prices Customer Value – Online Pricing Influences – Price and Customer Value – Online Pricing Strategies and Tactics – Time-based Online Pricing – Personalized Pricing – Bundle Pricing.

### **Unit-V**

**(8 Periods)**

Internet Enabled Retailing – Turning Experience Goods into Search Goods – Personalization through Mass Customization – Choice Assistance – Personalized Messaging – Selling through Online Intermediaries – Direct to Customer Interaction – Online Channel Design for B2C and B3B Marketing.

### **Unit-VI**

**(5 Periods)**

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



## **Reference Books**

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
2. Strauss Judy, E-Marketing, Prentice Hall, India

## **Weblink(s)**

1. [American Marketing Association](#) Dictionary definition of direct digital marketing.
2. [Jump up^ \[2\]](#) About.com Marketing Glossary: Direct marketing
3. [Jump up^ \[3\]](#) American Marketing Association Dictionary definition of online marketing
4. [Jump up^ Justas \(2016\) Email Marketing Best Practices To Skyrocket Your Sales, \[online\] available from <<https://www.oberlo.com/blog/email-marketing-best-practices/>>\(2016\).](#)

## **T4MF1 - Investment Management**

**(45 Periods)**

### **Objectives**

1. Learn about financial markets and instruments, investment strategies.
2. Apply standard models of financial economics to problems of portfolio optimization, diversification, immunization, and risk management.
3. To learn the role of market regulation and trading rules

**Unit I** **(5 Periods)**

Investment Avenues – Sources of Investment information – Security contract Regulation Act

**Unit II** **(8 Periods)**

Return and Risk – Valuation of Equity shares – Valuation of Fixed income investment

**Unit III** **(8 Periods)**

Economic Analysis – Economic forecasting and stock investment decisions – Industry Analysis – Industry and Economy Analysis – Company Analysis – Measuring Earnings – Applied valuation technique – Graham and Dodds investor ratios

**Unit IV** **(8 Periods)**

Fundamental Analysis Vs Technical Analysis – Dow Jone’s theory – Trend – Trend reversals – patterns – Moving average – oscillators – Roc momentum – MACD – RSI – stoastice

**Unit – V** **(8 Periods)**

Portfolio Theory – portfolio construction – Performance evaluation – portfolio revision – Mutual funds.

**Unit – VI** **(8 Periods)**

Options – futures – Derivatives

### **Reference Books**

1. Prasanna Chandra – Security Analysis and Port Folio Management – Tata McGraw Hill Publications
2. Donald E Fisher & Ronald J. Jordan security Analysis & Portfolio Management – Prentice Hall of India (P) Ltd., New Delhi
3. V.K. Bhalla – Investment Management S.Chand & Co VII Edition
4. V.A. Avadhani – Security Analysis and Port Folio Management – Himalaya Publishing House

### **Web link(s)**

1. <http://www.arborinvestmentplanner.com/investment-concepts-fundamental-value-portfolio-management/>
2. [https://en.wikipedia.org/wiki/Investment\\_management](https://en.wikipedia.org/wiki/Investment_management)
3. <http://www.amciinvestments.com/new/robert.segal/content.asp?contentid=2017198940>

## **T4MF2 - Emerging Trends in Financial Markets**

**(45 Periods)**

### **Objectives**

1. Analyse the nature of and trends in domestic and international financial systems;
2. Examine the role of multilateral organisations in sustaining the global financial system;
3. Evaluate the key drivers of change and risk in global financial markets and institutions;

### **Unit I**

**(5 Periods)**

Introduction to Money Market- Evolution, Structure and Role of the Indian Money Market – Money Market Instruments in India, Indian Money Market – Future Challenges

### **Unit II**

**(8 Periods)**

Capital Market – Introduction, Concept, Role, Importance, Evolution in India etc. – Critical evaluation of the development – Future trends

### **Unit III**

**(8 Periods)**

Types of scripts – methods of issue, book-building, road-show, intermediaries in issue management – Primary market intermediaries: commercial banks, development banks, custodians, merchant bankers, issue managers, rating agencies etc.

### **Unit IV**

**(12 Periods)**

Secondary Market System and Regulations in India – Stock exchanges in India: History and development and importance – Listing of scripts – On-line trading Depositories: Growth, development, regulation, mechanism – OTC Exchange Stock exchange mechanism: trading, settlement, risk management, investor grievances, basics of pricing mechanism, carry forward, Badala, automated lending and borrowing mechanism Inside trading, circular trading, price rigging etc. – Players on stock exchange: investors, speculators, market makers, bulls, bears, stags – Stock Exchange Board – Stock indices – Role of FIIs, MFs and Investment Bankers

### **Unit V**

**(6 Periods)**

Regulations and Regulatory Agencies (Primarily SEBI) for primary markets for secondary markets

### **Unit VI**

**(6 Periods)**

Bond market in India: government bond market and its interface with capital market – Debt market in India –Interface between Stock market and bond market

### **Reference Books**

1. Gurusamy – Financial Markets
2. Gordon & Natarajan – Financial Markets and services – Himalaya publications

### **Web link(s)**

1. <https://www.ft.com/markets>
2. <http://www.research-finance.com/>
3. <http://www.oecd.org/finance/financial-markets/financialmarkettrends-oecdjournal.htm>

## T4MF3 - Corporate Finance

(45 Periods)

### Objectives

1. The main objectives of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation.
2. The course develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment.

### Unit I

(5 Periods)

Introduction to corporate finance – Cash flow Vs Profits – Increment Cash Flow – Calculation of Depreciation for Tax purpose – Investment decision under inflation – Investment Analysis under inflation

### Unit II

(8 Periods)

Complex Investment decision – Projects With Different lives – Investment timing and duration – replacement decision – capital rationing - Risk analysis in investment decision – nature of risk – risk Vs uncertainty – conventional technique of risk analysis - Risk adjusted discount cash flow – certainty equivalent analysis – risk analysis in practice – sensitivity analysis – decision tree analysis

### Unit III

(8 Periods)

Capital investment – capital investment planning and control – qualitative factors and judgment in capital budgeting – investment decision and corporate strategies – managerial flexibility - Financial goal and strategies – shareholder values – managerial implications of shareholder value – economic value added (EVA analysis) – market value added (MVA analysis) – corporate governance – balance scorecard

### Unit IV

(8 Periods)

Working capital policy – concept of working capital – components of current assets – permanent and variable working capital - Receivable management – objectives – credit policy – nature – goals – optimum credit policy – credit policy variables – credit policy evaluation

### Unit V

(8 Periods)

Inventory – nature of inventory – need to hold inventory – objectives – inventory techniques- analysis of investment in inventory

### Unit VI

(8 Periods)

Cash management – motive for holding cash – factors determining cash needs – cash budgeting – long term cash forecasting – managing cash collection and disbursement – optimum cash balance – investing surplus cash

### Reference Books:

1. I.M. Pandey, Financial Management, Vikas Publications (P) Ltd.,
2. S.N.Maheswari, Financial Management, Sultan Chand publications limited
3. Thomas E. Copeland and J.Fred Weston – Financial Theory & Corporate Policy, Addison – Wesley Publishing Company.
4. Raj Aggarwal – Capital Budgeting Under Uncertainty – Prentice Hall Englewood Cliffs, New Jersey
5. Cooley – Advances in Business Financial Management – The Dryden Press
6. Periodicals like Journal of Institute of Company Secretaries, India
7. Prasanna Chandra – Financial Management
8. Khan and Jain - Financial Management Theory and Practice

### Web link(s)

1. <http://web.mit.edu/voila/www/trashbin/ForFun/corporatefinance.pdf>
2. <http://pages.stern.nyu.edu/~adamodar/>
3. <https://www.journals.elsevier.com/journal-of-corporate-finance/>

## **T4MF4-Business Valuation and Financial Modeling**

**(45 Periods)**

### **Objectives**

To acquaint the students with the concepts of share valuation and business valuation. To familiarize the students to use Excel to develop the financial modules for various applications.

#### **Unit I**

**(8 Periods)**

Why valuation? Importance of valuation, Key valuation questions, Valuation – subjectivity versus objectivity, Financial Statements (P&L, BS, Cash Flow Statements),

#### **Unit II**

**(8 Periods)**

Modification of statements; Free cash Flow, Introduction to discounted cash flow, Estimating Discounting rate, Forecasting future growth, Forecasting Cash flow, Terminal value overview, Exit value method, Perpetuity growth, Terminal value concerns.

#### **Unit III**

**(8 Periods)**

Approaches to valuation, Valuing a firm using FCFE, Valuation using FCFE, Dividend Discount Model.

#### **Unit IV**

**(8 Periods)**

Limitation of each Model; What is a multiple? Value Drivers, Identifying comparables Equity value & Enterprise value;

#### **Unit V**

**(8 Periods)**

Calculation of valuation multiples, Enterprise value multiples, and terminal value using growth rate and WACC as inputs,

#### **Unit VI**

**(5 Periods)**

Enterprise value using growth rate and WACC.

### **Reference Books:**

1. Business Analysis and Valuation using Financial Statements-Palepu, Healy, Bernard
2. Damodaran valuation-Aswastha Damodaran
3. Financial statement Analysis and Security valuation-penman-TMH
4. Mastering Financial Modeling in Micro soft Excel-Day-Person

### **Web Link(s)**

1. <http://www.investopedia.com/terms/f/financialmodeling.asp>
2. Nick Crawley (2010). *Which industry sector would benefit the most from improved financial modeling standards?*, fimodo.com.

## **T4MF5- Corporate Restructuring**

**(45 Periods)**

### **Objectives**

To make students learn how to analyze the mechanisms underlying the creation of value in mergers, acquisitions and corporate restructuring. They will also study some instances of corporate restructuring.

### **Unit I**

**(8 Periods)**

Corporate restructuring-Objectives of merger, Demerger, acquisition, types of merger, Horizontal merger. Vertical merger, conglomerate, Spin off, split-up LBO, MBO, reserve merger, defensive actions on takeover bids;

### **Unit II**

**(8 Periods)**

Merger and Acquisition and Amalgamations per AS-14, SEBI regulation on merger and acquisition, Takeover code; Role of Merchant Banks in Merger and Acquisition,

### **Unit III**

**(8 Periods)**

Valuation models on Merger Acquisition: DCF model, Public Enterprises, Book Value, Adjusted Book Value,

### **Unit IV**

**(8 Periods)**

Three stage Growth Model; Swap Ratio, Valuation practices in India; Taxation Aspects in M&A:

### **Unit V**

**(8 Periods)**

Treatment of goodwill, premium and Taxation Aspects 72A, Tax Benefit of Merger and Acquisition, Tax advantages of Demerger;

### **Unit VI**

**(5 Periods)**

Post Merger Analysis: Success and failure of Merger and Acquisition.

### **Reference Books:**

1. Mergers, Acquisitions and Business valuation-Ravindhar Vedapalli-Exccel Books Takeovers
2. Restructuring and corporate Governace-Fred Weston, Mark L Mitchell. J Harold Mulherin-Pearson.

### **Web Link(s)**

1. Norley, Lyndon; Swanson, Joseph; Marshall, Peter.
2. A Practitioner's Guide to Corporate Restructuring.
3. City Financial Publishing. pp. xix, 24, 63. ISBN 978-1-905121-31-1.

## **T4MS1 - Management of Software Projects**

### **Objectives**

**(45 Periods)**

Makes a student fully acquainted with details in managing different kinds of software – Projects.

### **UNIT I**

**(5 Periods)**

Computer System Engineering: Computer System Hardware, Software - The Software Crisis: the Problems, the causes, a solution - System Planning: System Definition, System Analysis, Function Allocation, the System Specification, System Definition review.

### **UNIT II**

**(8 Periods)**

Software Planning: Objectives; Scope; Resources - Human Resources, Hardware, Software; Software costing; Estimation Models; Scheduling - Scheduling representation, Scheduling Methods, Organisational Planning.

### **UNIT III**

**(8 Periods)**

Software Requirements Analysis: Data flow diagram, data structures, database, software requirement specification, specification review, requirement analysis - Software Design, Evolution, stepwise refinement, structured programming, Data oriented design technique, preliminary design, detailed design, Design Documentation design review.

### **UNIT IV**

**(8 Periods)**

Software concept, Qualities of good software, software structured and procedure, modality, Software measurement - Data flow oriented design, design consideration design optimization

### **UNIT V**

**(8 Periods)**

Data Structure chartered design, Design consideration, The Jackson Methodology, Data Design, Companion of design methodology- Detailed design tools, Graphical design tools, Flow chart, Box diagram, Deviation table, IPO Charts, Companion of design tools.

### **UNIT VI**

**(8 Periods)**

Coding, programming language character wise choosing language technological characters of programme language - Language classes, coding classes, coding style, code documentation, code efficiency. Software testing and reliability, characteristics of testing Black Box Vs White Box testing, Quality Assurance Issues steps in software testing, Units testing, Integration testing, System testing, Test case design, Art of debugging, software Reliability, Management issue- Software Maintenance, Definition of Software maintenance, Maintenance Character, Maintainability, Maintenance tasks, Maintenance side effects, Maintenance issues. Need for Project Management tools – trends in Project Management – Hierarchy in Project Management

### **Reference Books:**

1. Walker Royce, “Software Project Management”, Addison-Wesley
2. Ian Somerville, “Software Engineering”, Pearson Education.

### **Web link(s)**

1. <http://www.comp.glam.ac.uk/staff/dwfarthi/projman.htm>
2. <http://www.rspa.com/spi/project-mgmt.html>
3. [https://en.wikipedia.org/wiki/Software\\_project\\_management](https://en.wikipedia.org/wiki/Software_project_management)

## T4MS2 - Relational Database Management Systems

### Objectives

(45 Periods)

The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organizations.

### UNIT I

(5 Periods)

File Organisation - Implementation of Sequential, Index sequential and random file organisation. - DATABASE OVERVIEW - Introduction and History - Role of database in information systems - Database system Architectures Data Structures for database processing types of Data bases.

### UNIT II

(8 Periods)

Relational Model- Concepts - Relation - Domain - Attribute Keys - Design Principles - formalisation, 1 NF., 2NF, 3NF - Relevant Algebra - Relational Data definition ( Using SQL) - Relational Data Manipulation (Using SQL ).

### UNIT III

(8 Periods)

Network Model - Fundamental concepts - entities, attribute, set, relationship, area, file – scenario - entity, set characteristics storage scheme - records mapping, placement modes, pointers, record keys - sub schema - privacy mechanism - design considerations - DML Programming.

### UNIT IV

(8 Periods)

Oracle, Data Definition - Data manipulation - Report generation - SQL in oracle - Application development of Oracle

### UNIT V

(8 Periods)

Database Administration - Share access control Security, Privacy, Recovery mechanisms.

### UNIT VI

(8 Periods)

Further topics in database - Comparison of 3 types of databases - data dictionary system - distributed database - data base machines.

### Reference Books:

1. Data Base Processing - Fundamentals, design, Implementation, David M.Krierke Galgotia Publications.
2. An Introduction to Data Base System - C.J. DATE Computer Database Organisation - James Martin.
3. PC Software made simple - Ravi Kant Taxali

### Web link(s)

1. <http://searchsqlserver.techtarget.com/definition/relational-database-management-system>
2. [https://en.wikipedia.org/wiki/Relational\\_database\\_management\\_system](https://en.wikipedia.org/wiki/Relational_database_management_system)
3. <https://academy.vertabelo.com/blog/18-best-online-resources-for-learning-sql-and-database-concepts/>
4. <http://www.ucl.ac.uk/archaeology/cisp/database/manual/node1.html>



## T4MS3– ERP in Managerial Functions

(45 Periods)

### Objectives

1. This course aims to enhance the understanding of the students with respect to the conceptual framework and the technological infrastructure of Enterprise Resource Planning.
2. It aims to expose the students to the implementation issues and future trends associated with ERP.
3. It emphasizes the basic ERP applications in all functional areas of management

### UNIT - I

(5 Periods)

Introduction to ERP – Meaning, Concept, Importance, ERP – Finance – Module: General Ledger – G/L Security – G/L Consolidations – Intercompany Transactions

### UNIT - II

(5 Periods)

ERP – HR – Module: Pay Checks and Payroll reports – personnel records – Talent Management – leave and welfare.

### UNIT - III

(5 Periods)

ERP – Production planning module – Production module – Production Planning module

### UNIT - IV

(12 Periods)

ERP – Purchasing module – streamlines purchase and process cycles, Detailed supplier / subcontractor / service provider database, capturing materials requirement, Automatic firing of purchase requisitions based on MRS Quotations from various suppliers, Recording Payment terms in PO, Excise consideration in Purchase and Process Orders, PO authorization, PO amendments with complete amendment history, order cancellation and order closing, multiple delivery schedules, Quality inspection of goods, Quotation validity, MIS for vendor evaluation based on quality, price & delivery time, subcontracting – generation of process orders, Multiple indents for multiple items in a single PO, Purchase order processing, Purchase order entry with item details and other details like taxes, discounts, extra charges like freight, P & F, Octroi etc.,

### UNIT - V

(10 Periods)

ERP – inventory – module – online status of item quantity in terms of on-hand, on-hand, available, reserved, ordered, to order, rejected, defective and reworkable quantities, complete excise functionality and generation of excise registers, Multiple levels of classification of items, Quality Control based on QC parameters, Handling Materials Rejections, Rejected Material dispatch to subcontractors, Linking of GRN to PO and Invoice, Gate Pass – returnable / non returnable, Analysis which help in maintaining optimum stock levels, Physical verification of stock, Reallocation of reworkable stock, multiple warehouse/branches/regional offices, stock transfer – receipts from other warehouse, Handling of non-stock low value items like stationery, Lot wise tracking of inventory at shop floor and main stores, stock valuation – LIFO/FIFO/weighted average, Material Requisition from different requirement areas, Purchasing and subcontracting.

### Reference Books:

1. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier

### Web link(s)

1. [https://en.wikipedia.org/wiki/Enterprise\\_resource\\_planning](https://en.wikipedia.org/wiki/Enterprise_resource_planning)
2. <http://www.inc.com/encyclopedia/enterprise-resource-planning-erp.html>
3. <http://www.itmanagerdaily.com/erp/>
4. <http://searchsap.techtarget.com/definition/ERP>

## T4MH2 - Human Resources Planning and Development

(45 Periods)

### Objectives

1. To familiarize the students with the basic concepts, tools and techniques of work study to assess the human resources requirements quantitatively.
2. To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirements.

### Unit I

(10 Periods)

Overview of Human Resources, - HRP concepts – Importance – Type of HR Plan – Historical Evolution, Integrated HR – Function, HR Issues, Corporate and HR – Environment, HRP approaches, (social demand approach, rate of return approach and man power requirement approach)

### Unit II

(8 Periods)

HR Instruments, HRM and Diversity Issues, HR Planning at Enterprise Level, Need for Systematic planning, Planning Process, Operating Environment – Internal and External, The manpower Plan, Job Description.

### Unit III

(6 Periods)

HRD – Concept System – HRD matrixes climate - Elements

### Unit IV

(7 Periods)

HRD – Interventions, Quality of work life – Models

### Unit V

(6 Periods)

Environmental Impact of HR

### Unit VI

(8 Periods)

HRIS importance, types, sources and procedure of maintaining HRIS, Human Resource reporting, HR audit and HR accounting.

### Reference Books

- a. Pattanayak – Human Resource Management – PHI
- b. Manpower – Planning and Development – Excel Publisher
- c. Kandula – Strategic Human Resource Development – PHI.
- d. Arthur, M. Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991
- e. Belkaoui, A R and Belkaoui, J M Human Resource Valuation ; A Guide to strategies and Techniques.

### Web link(s)

1. <http://www.hrware.com/human-resources-planning/>
2. <http://www.hrpayrollsystems.net/hris/>
3. <https://pdfs.semanticscholar.org/8211/4c75c130f8b6ebf4bf2d281efc776e7f7d61.pdf>
4. <http://hrcouncil.ca/hr-toolkit/planning-strategic.cfm>

## T4MH3 - Strategic Human Resource Management

(45 Periods)

### Objectives

1. Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Understand the crucially important role that the HRM function plays in the setting and implementation of an organization's strategy

### Unit I

(8 Periods)

SHRM – Introduction to SHRM – value chain analysis – Impact of strategy in HR Planning – Formulation Mission, goal and objectives – challenges for HRM – HR and Corporate strategy – Stability, growth, retrenchment – cost leadership – focus strategy – PEST Analysis – Industry & Company analysis

### Unit II

(8 Periods)

Transition to HRM to strategic HRM – Barriers to strategic HR – Models interchanging strategy and Human Resource Management – Model of strategic change – Economic indicators of HRM – cost benefit analysis – Redesigning in work system - elements – stages – process of organizational design – factors affecting organizational design – types of organizational structure – challenges in organizational design

### Unit III

(8 Periods)

Strategic challenges for leadership – cultural differences – cross cultural sensitivity – Family Vs Professional organization – changing nature of managerial work – importance of career management – Major career transitions – promotion, demotion, transfer and relocations – types of corporate career management

### Unit – IV

(5 Periods)

Importance of career management – Major career transitions – promotion, demotion, transfer and relocations – types of corporate career management

### Unit V

(8 Periods)

Knowledge management and HR – Elements of intellectual capital – Human capital – structured capital – Managing intellectual capital – knowledge sharing – measuring intellectual capital – Role of HR department and HR professionals during mergers – Employee separation and down sizing – objectives of down sizing – Proactive Vs Reactive down sizing – concept of turnover -- Rehiring

### Unit VI

(8 Periods)

Concept and definition of out sourcing – Model of out sourcing – Reason for out sourcing – types of out sourcing – problems associated in out sourcing – Ethical issues in strategic Human Resources

### Reference Books:

1. Tanjula Agarwala “Strategic Human Resource Management” – Oxford Higher Education, New Delhi
2. John Walton – Prentice Hall Publication

### Web link(s)

1. <https://www.shrm.org/india/hr-topics-and-strategy/strategic-hrm>
2. <http://www.slideshare.net/ChanimaBhattacharya/strategic-human-resource-management-14073709>
3. <https://www.collegetermpapers.com/viewpaper/1303595370.html>
4. <http://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1244&context=articles>

## T4MH4- Performance Management

(45 periods)

### Objectives

The objectives of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

#### Unit I

(9 periods)

Performance Management Introduction to performance management – Objectives of Performance Appraisal – Job Analysis – Methods of Appraisal – Performance Management systems – Performance Appraisal vs Performance Management – Integrating with other HR & development activities

#### Unit II

(8 periods)

Performance Management Process Definition, Performance Management Process, Performance Planning- Theories of goal setting, principles and process of setting performance criteria- Methodologies for performance criteria Performance Dimensions- approaches to measure performance: traits, behavior and Results

#### Unit III

(7 periods)

Measuring Performance Determining accountabilities, Objectives and performance standards, Methods of Measuring Results, Methods of Measuring Behaviours- comparative system, absolute system, Developing Appraisal forms

#### Unit IV

(7 periods)

Performance Management Systems: Performance Management Systems :Rating-Less Appraisals for the future of performance management systems, Performance Management : From Systems to Spiritual Approach, Implementing Performance Management Systems.

#### Unit V

(7 periods)

Strategies for Performance Management Strategies of performance management - Competency Mapping - Benchmarking.

#### Unit VI

(7 periods)

Rewards and Recognition: Traditional pay plans, Contingent pay plans, Managing team performance – definition- importance- types and implication- purpose and challenge of team performance management- rewarding team performance - pay for performance - Comparison of Pay plans – Simulators of overall performance Management Systems

### Reference Books

1. T.V.Rao: Performance Management and Appraisal Systems, Response, 2008.
2. Herman Aguinis: Performance Management, Pearson Education, 2009.
3. T.V.Rao: 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
4. Kandula: Performance management, PHI, 2009.
5. Michael Armstrong: Performance Management, Kogan Page, 2007.
6. A.S.Kohli, T.Deb: Performance Management, Oxford Higher Education, 2008.
7. Dinesh K Srivastava: Strategies for Performance Management, Excel, 2005.
8. Prem Chedda: Performance Management Systems, MacMillan, 2008.

### Web Link(s)

1. [www.managementstudyguide.com/performance-management.html](http://www.managementstudyguide.com/performance-management.html)
2. <https://blink.ucsd.edu/HR/supervising/succession/dimensions.html>
3. [www.bpir.com](http://www.bpir.com) › BPIR Core Concepts
4. [www.hr-survey.com/PerformanceManagement.html](http://www.hr-survey.com/PerformanceManagement.html)
5. [www.corpmagazine.com/.../strategies-for-a-successful-performance-management-programme](http://www.corpmagazine.com/.../strategies-for-a-successful-performance-management-programme)

## T4MH5-Employee Engagement

(45 periods)

### Objectives

Human Resource Management has to engage employees in general with long term visionary outlook. Employees are the key success factor for sustainable and highly productive organization. Employee engagement is about checking levels of commitment to shared goals, vision and mission.

#### **Unit –I:** (8 Periods)

Employee Engagement Meaning, Aspects-Categories-Importance of engagement- Factors leading to employee engagement-others factors

#### **Unit-II** (8 Periods)

Levels of Engagement Employee engagement-Conceptual Issues-Consequences of engagement-Keys to engagement- Levels of engagements-Building engagement

#### **Unit-III:** (8 Periods)

Engagement culture: Engagement survey-Best practices-legal aspects-engagement equation, leadership strategies-work place frustration and strategies

#### **Unit-IV:** (8 Periods)

Employee Empowerment: Concept-basic issues and concerns-best practices-relation between employee empowerment and engagement-work and reward for employee empowerment and engagement

#### **Unit-V:** (8 Periods)

Evaluation of Engagement Basic considerations-steps in evaluation- other evaluation approaches

#### **Unit-VI:** (5 Periods)

Measuring :Measuring Employee engagement- Steps in measuring employee engagement

### Reference Books

1. Employee Engagement 2.0: How to Motivate Your Team for High Performance, by Kevin Kruse
2. Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work, by Kevin Kruse
3. Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage, by William Macey et.al.
4. The Art of Engagement: Bridging the Gap between People and Possibilities, by Jim Haudan
5. Employee Engagement for Dummies, by Bob Kelleher
6. Manager's Guide to Employee Engagement, Scott Carbonara

### Web link(s)

1. <http://www.recruiter.co.uk/archive/part-17/FindingPotential-aims-to-help-employers-recruit-engaged-employees/>
2. <https://www.shrm.org/india/hr-topics-and-strategy/employee-advocacy-relations-and-engagement/documents/07marresearchquarterly.pdf>
3. [www.dummies.com/.../employee-engagement/set-goals-and-objectives-for-your-engagement](http://www.dummies.com/.../employee-engagement/set-goals-and-objectives-for-your-engagement)
4. <https://www.insights.com/media/.../how-to-create-an-employee-engagement-survey.p..>
5. <https://explorance.com/.../5-key-reasons-to-conduct-employee-engagement-surveys>

## **T4MH6- Cross Cultural and Diversity Management**

### **Objectives**

**(45 periods)**

The objectives of this course focuses on the HR related challenges and opportunities that are common in the employment platform where the Corporates are bound to play the sportive game in the Global village. It provides an insight on the cross cultural dimensions and the diversified Human resources with whom the employees need to coordinate and contribute towards corporate requirement.

### **Unit-I**

**(10 periods)**

Introduction to Culture : Culture –Importance- Cultural values in business – Values & practices across countries – Cross cultural development - reaction towards cultural differences- Comparing cultures-cultural differences

### **Unit-II**

**(7 periods)**

Cross cultural Management :Major Cultural types – Individualistic – Collectivist – Mixed Cultures

### **Unit-III**

**(7 periods)**

Cross Cultural Issues -Cross cultural issues – UK , US France German India China & Japan- Communicating across cultures – Overcoming cultural barriers

### **Unit – IV**

**(7 periods)**

Managing Diversity -Diversity Management – Managing Conflict – Multicultural work places - Respect cultural differences -Conflict and negotiation- multi-ethnicity

### **Unit-V**

**(7 periods)**

Building & Motivating Multicultural Teams National cultures vs. organizational cultures – Leadership – Participatory style – Effective Team building - Strategic Planning – Motivation – Multicultural Teams

### **Unit-VI**

**(7 periods)**

Leadership Legacy - Global leader – Legacy Leader – Managing Global Managers – Conflict & synergy - Managing for cross-cultural effectiveness

### **Reference Books**

1. Farren, Caela and Nelson, Bob, (1999). “Retaining Diversity”, Executive Excellence, New Delhi: Sage.
2. Hayes, Erika, (1999). “Winning at Diversity”, Executive Excellence, New Delhi: Sage,
3. Hodgetts, R M and Luthans, Fred, (1994). International Management, New York : McGraw, Hill.
4. Luthans, Fred, (1995). Organizational Behaviour, New York : McGraw-Hill.

### **Web Link(s)**

1. [www.ontario.ca/document/...scan-culture-sector...culture.../importance-culture](http://www.ontario.ca/document/...scan-culture-sector...culture.../importance-culture)
2. [www.ocai-online.com/about-the...Culture...OCAI/Organizational-Culture-Types](http://www.ocai-online.com/about-the...Culture...OCAI/Organizational-Culture-Types)
3. [www.impactfactory.com](http://www.impactfactory.com) › Library
4. [https://www2.gwu.edu/.../2003\\_cross\\_cultural\\_differences\\_managin\\_international\\_proje...](https://www2.gwu.edu/.../2003_cross_cultural_differences_managin_international_proje...)
5. <https://www.itapintl.com/.../57-organizational-culture-and-national-culture>
6. [www.forbes.com/sites/jeffboss/2014/06/12/6-principles-of-a-leadership-legacy/](http://www.forbes.com/sites/jeffboss/2014/06/12/6-principles-of-a-leadership-legacy/)

## **T4MO1 - Materials Management**

**(45 Periods)**

### **Objectives**

1. The Course equips the students about materials management and its systems and procedure.
2. It also gives an understanding of price forecasting, special purchase systems, public buying and online purchasing.
3. It also emphasis on the working capital management concepts with respect to inventory control.

### **Unit I**

**(6 Periods)**

Introduction – scope of materials management – primary and secondary – objectives – integrated materials management – relation with other functional – areas of organization – organizing for materials management – basis for forming organizations – conventional and modern approaches to organizing materials management.

### **Unit II**

**(6 Periods)**

Materials identification – classifying of materials – codification of materials – standardization – simplification and variety reduction of materials

### **Unit III**

**(7 Periods)**

Inventory control – techniques – FSN, VED, ABC – working capital management with reference to inventory.

### **Unit IV**

**(9 Periods)**

Management of stores – location – different types of stores – methods of storing – safety and security of materials – stores equipment – materials handling equipment – factors affecting materials Handling Stores issues and receipts – procedures – stores organization.

### **Unit V**

**(9 Periods)**

Management of surplus obsolete and scrap materials – reasons for accumulation of surplus obsolete and scrap materials – methods of disposal – regulations and procedures.

### **Unit VI**

**(8 Periods)**

Purchasing – planning of purchasing materials – MRP – norms of vendor rating – JIT – selection and development – purchasing procedures and methods – out sourcing – sub contracting – reasons for subcontracting – criteria for selecting sub contractors – rating – factors affecting subcontract rate fixing – internal and external subcontract.

### **Reference Books:**

1. Materials Management – P. Gopalakrishnan – PHI, 2002
2. Integrated Materials Management –A.K. Datta-PHI
3. Purchasing and Supply Management – Dobbler, Burt D.N-TMI,7/e, 2004
4. Purchasing And Materials Management – Leenders Fearon – Universal Book Stall
5. Purchasing And inventory Control – K.S. Menon – Wheeler Publishers
6. Materials Management – Varma M M – Sultan Chand And Sons.

### **Web link(s)**

1. [https://en.wikipedia.org/wiki/Materials\\_management](https://en.wikipedia.org/wiki/Materials_management)
2. <http://www.mmci-systems.com/>
3. <https://www.managementconcepts.com/electroniccoursematerials>



## **T4MO2 - Total Quality Management and Business Process Reengineering**

**(45 Periods)**

### **Objectives**

1. To understand the philosophy and core values of Total Quality Management (TQM);
2. To determine the voice of the customer and the impact of quality on economic performance and long-term business success of an organization;
3. To apply and evaluate best practices for the attainment of total quality

### **Unit I**

**(8 Periods)**

Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs – Analysis Techniques for Quality costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM implementation.

### **Unit II**

**(10 Periods)**

Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, continuous process improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, supplier Partnership – Partnering, Sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

### **Unit III**

**(6 Periods)**

The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, process capability, concept of six sigma, new seven management tools.

### **Unit IV**

**(8 Periods)**

Benchmarking – Reasons to Benchmark, Benchmarking process, Quality Function Deployment (QFD) – House of Quality, QFD process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA

### **Unit V**

**(7 Periods)**

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

### **Unit VI**

**(6 Periods)**

Business Process Re-Engineering – Basic concepts and the need for BPR – Principles of BPR – BPR and restructuring the organization.

### **Reference Books**

1. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International 1996
2. Dale H. Besterfield, et al., Total Quality Management, Pearson Education, Inc 2003 ( Indian South – Western (Thomson Learning), 2002 (ISBN 0-324 – 06680 -5)
3. Feigebaum. A.V. “Total Quality Management, McGraw – Hill 1991
4. Oakland. J.S. “Total Quality Management Butter worth – Heinemann Ltd., Oxford 1989
5. Zeiri. “Total Quality Management for Engineers Wood Head Publishers, 19

### **Web link(s)**

1. [http://www.omnex.com/members/standards/bpr/business\\_process\\_reengineering.aspx](http://www.omnex.com/members/standards/bpr/business_process_reengineering.aspx)
2. <http://onlinelibrary.wiley.com/doi/10.1002/pfi.4140360607/pdf>
3. [https://www.researchgate.net/publication/242348056\\_Business\\_process\\_re-engineering\\_to\\_total\\_quality\\_management\\_An\\_examination\\_of\\_the\\_issues](https://www.researchgate.net/publication/242348056_Business_process_re-engineering_to_total_quality_management_An_examination_of_the_issues)
4. <http://www.brint.com/BPR2.htm>

## **T4MO3– Logistics, Supply Chain and Shipping Management**

**(45 Periods)**

### **Objectives**

1. This course discusses several strategic, tactical, and operational concepts used in improving the distribution of goods and services by companies worldwide.
2. The course emphasis is on understanding when and how these concepts are applied.
3. Design strategies that will improve the delivery of services and goods for different companies

### **Unit I**

**(5 Periods)**

Importance of Logistics system in the International Trade – Inbound Logistics, Inbound Logistics and out bound Logistics.

### **Unit II**

**(8 Periods)**

Supply Chain Management – Comment on outsourcing of supply chain delivery, integrated supply chain and enabling supply chain delivery.

Containerization and Multimode transportation – Multimode Transportation Act

### **Unit III**

**(8 Periods)**

General Trend in Shipping Industry, Liner Operations, Cargo Consolidation, Direct Box, Reworking of Cargo, Co-loading of Cargo and the bills of lading issued for the transportation.

### **Unit IV**

**(8 Periods)**

Chartering of Vessel. Voyage Charter and Time Charter – Inland Container Depot Services and advantages – location of ICD in India

### **Unit V**

**(8 Periods)**

Technological development in Ocean Transportation – major ports in India – Shipping intermediaries: Ports, Customers, Custom House Agent, Freight forwarder, Shipping Agents, Stevedores.

### **Unit VI**

**(8 Periods)**

General problems faced by the shippers in shipping – role of Air Transport in Physical Distribution of Cargo – Airports in India handling cargo

### **Reference Books**

1. Philippe, Pierre Dornier, Ricardo Ernst, Michel Fender, Panos Kouvelin, Global operations and Logistics, John Wiley and Sons, New York
2. Lee S.M. Goal Programming for Decision Analysis. Philadelphia, Auerbach
3. Ignizio J.P Goal Programming and Extensions, Lexington, Lexington Books
4. James C.J. and wood, Donald F. Contemporary Logistics, Macmillan, New York
5. Shapro, R. Logistics Strategy cases and concepts St. Paul. West

### **Web link(s)**

1. <https://www.hw.ac.uk/study/uk/postgraduate/logistics-supply-chain-management-shipping-port.htm>
2. [https://en.wikipedia.org/wiki/Supply\\_chain\\_management](https://en.wikipedia.org/wiki/Supply_chain_management)
3. <http://www.cio.com/article/2439493/supply-chain-management/supply-chain-management-definition-and-solutions.html>  
<http://www.supplychainopz.com/2012/04/what-is-logistics-and-supply-chain-management.html>

## **T4M04- Ergonomics**

**(45 Periods)**

### **Objectives**

To acquaint the students with concepts, principles and applications of Ergonomics. This syllabus covers the use of ergonomic principles to recognize, evaluate, and control work place conditions that cause or contribute to employee safety and productivity issues

### **UNIT-I**

**(8 Periods)**

Design of Man-Machine System -Introduction – Design of Workplace – Influence of Climate on the Efficiency of Human Performance – Influence of Noise and Vibrations – Influence of Lighting System.

### **UNIT-II**

**(6 Periods)**

Performance Rating And Allowances -Introduction – Necessity of Performance Rating – Factors influencing Rating – Rating Systems and their Details – Allowances and their Details.

### **UNIT-III**

**(7 Periods)**

Computing Standard Time -Introduction – Problems in Times Study and Time Standards – Scale of Rating – Use of Rating Factor – Normal Time – Standard Time Computation – Computation of Standard Time for Machine Work Elements – Examples – Uses of Times Study – Conclusion.

### **UNIT-IV**

**(6 Periods)**

Standard Data And Its Applications -Introduction – Purpose – Standard Data – Types of Standard Data and Their Development – Development of Synthetic Standard Data – Development and Applications – Examples – Advantages – Analytical Standard Data.

### **UNIT-V**

**(10 Periods)**

Wages And Wage – Incentives -Introduction – Wages – Wage – Incentives - Terminology Used – Wage Differential and its Causes – Wage Incentives – Types of Incentives – Workers Attitude for Incentives – Requirements of Good Incentives Schemes – Wage Incentive Schemes – Day work and Measured Day work Incentive Schemes – Piece Work Incentive – Standard Time Incentive Plans – Incentive Scheme where Employee shares the Gains with Employer – Group Incentives.

### **UNIT-VI**

**(8 Periods)**

Work Study And Training Programmers -Introduction – Key Role of Work Study – Structure of the Courses – Course Content – Principles of Learning – Training Analysis – Training of Executives – Examples of a Appreciation Course in Work Study for Top Management – Training of Supervisors and Foremen – Training of Workers – Work Study Man – Training Aids – Various Methods of Training.

**Reference Book:**

1. Martin Helander, A Guide to Ergonomics of Manufacturing, East West Press, Publication AWP.

**Weblink(s)**

1. Directory of Design Support Methods Directory of Design Support Methods
2. Engineering Data Compendium of Human Perception and Performance
3. Index of Non-Government Standards on Human Engineering...
4. Index of Government Standards on Human Engineering...
5. Human Factors Engineering resources
6. Human Factors in aviation

## **T4MI1 - International Marketing**

**(45 Periods)**

### **Objectives**

1. Apply knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications.
2. Gain an understanding of international marketing effort related to market entry and marketing mix strategies.
3. Demonstrate an appreciation for designing and managing in international marketing programs in consumer markets

### **UNIT I**

**(5 Periods)**

Introduction to Global Marketing: global market opportunity identification - Global Marketing Environment: Economic – Social – Cultural – Demographic – Political – Legal and Regulatory – Geographic – Technological Environment

### **UNIT II**

**(8 Periods)**

Global Segmentation Targeting and Positioning: Global Market Segmentation, Global Targeting – Global Product Positioning [study few Indian multinational companies entered into Global market]. Global Marketing Information System: Elements of Global Marketing Information System, Sources of Information, Global Marketing Research

### **UNIT III**

**(8 Periods)**

Product Decisions, Basic Concepts – Product characteristics, Product Design – International Product Life Cycle – Product Diffusion and Adoption in International Markets - Geographic expansion strategic alternatives – Comparative study of various products of multinational companies entered in Indian Market

### **Unit – IV**

**(8 Periods)**

Pricing Decisions: Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives – Factors Influencing International Pricing.

### **UNIT V**

**(8 Periods)**

Channel Decision: Channel objectives and constraints, Channel Structure, Channel strategy for new market entry. Advertising Decisions: 5 M's of advertising – Mission, Money, Message, Media, Measurement, Advertisement content, Advertisement copy, Global Media Decisions.[Study different ads of Indian & foreign on various TV channels.

### **UNIT VI**

**(8 Periods)**

Foreign Exchange and Financial Decisions: History of International Financial System, Foreign Exchange, Business Implications of Exchange rate fluctuations, Managing Exchange rate exposure

### **Reference Books**

- 1 Francis Cherullam – International Marketing – Himalaya Publications
- 2 Global Marketing Management – S.A.Sherlekar and V.S.Sherlekar
- 3 Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Printice Hall Inc
4. Export Marketing – B.S.Rathor and J.S.Rathor
5. Philip Kotler, Abraham Koshy, Mithileshwar Jha, Kevin Lane Keller “Marketing Management”, Pearson education
6. Terpstra, Vern and Sarathy, R. International Business New York, John Wiley
7. Sak onkvisit, John J.Shaw, International Marketing, PHI, New Delhi
8. Bhattacharya, B. Export Marketing: Strategies for success, Global Business Press, New Delhi
9. Mr. Rajagopal – International marketing – Vikas Publication

### **Web link(s)**

1. <http://www.slideshare.net/rupaltrivedi56/concept-of-international-marketing>
2. <http://www.sciencedirect.com/science/article/pii/S1877042814051295>
3. <http://mcb.unco.edu/students/ets-resources/ETS-Marketing-Strategy-Review.doc>

## **T4MI2 - International HRM**

**(45 Periods)**

### **Objectives**

1. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.
2. It emphasis on Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions.

### **Unit I**

**(5 Periods)**

Introduction to International HRM – influence of globalisation on international managers – role of global HR manager – challenges in IHRM - An integrated approach in IHRM model – Evans and Lorange Model, Shen model

### **Unit II**

**(8 Periods)**

Role of international managers in global business context – approaches to multinational staffing decision – recruitment methods – Head hunting, cross national advertising, e-recruitment and international graduate programme – selection criteria and technique – redesigning the process of international staffing policy – issues in international recruitment

### **Unit III**

**(8 Periods)**

Current scenario in training & development activity of MNCs – Identification of training needs – training cycle – levels of training – training methods adopted by MNCs

### **Unit IV**

**(8 Periods)**

Compensation management – factors influencing compensating policy – approaches to compensation management – compensation practices across the country – social security system across the country – emerging issues in global compensation – performance appraisal to international context – issues and challenges in performance management

### **Unit V**

**(8 Periods)**

Industrial relation in international context – issues and concern of international IR – recent developments in management and union approach to international IR – Role of culture in international HRM – organizational culture in MNCs – cultural dimensions across countries

### **Unit VI**

**( 8 Periods)**

International team working – different types of international team operations in different organizations – skill requirement in international teams – managing culturally diversified teams

### **Reference Book:**

1. Dr. Nilanjan sengupta, Dr. Mousumi, S. Bhattachaya “International Human Resource Management” – Excel books

### **Web link(s)**

1. <http://guides.library.cornell.edu/c.php?g=31386&p=199755>
2. <http://www.hrmguide.net/Bookstore/hrmbooks.html>
3. <http://www.strategy-business.com/article/9967?gko=db7b9>

## T4MI3 - International Logistics and Trade

(45 Periods)

### Objectives

1. To demonstrate the basic concepts of logistics and supply chain management.
2. To Demonstrate the importance of logistics and supply chain management and its value for competitive advantage of the firm.
3. To Analyze and interpret the supply chain, the role of its actors and its logistics flows and function

### Unit I

(5 periods)

Logistic System: Concept, Objectives and scope; System elements; Transportation, Warehousing, inventory Management, Packing and unitization; control and communication

### Unit II

(6 periods)

Transportation Fundamentals: importance of effective transportation system; Service Choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-Company management Vs. Out-Sourcing.

### Unit III

(12 periods)

General Structure of shipping: Would sea borne trade; International Shipping – characteristics and structure; Linear and tramp operations; linear freighting; Chartering – types, principles and practices; Charter, Party agreement; Development in sea transportation-unitization, containerization, inter and multi model transport; CFC and ICD; Indian shipping – growth, policy and problems; ports and port trust.

### Unit IV

(6 periods)

International Air Transport: International set up for air transport: freight rates; India's exports and imports by air – problems and prospects.

### Unit V

(8 periods)

Carriage of goods by sea and combined transport; International conventions and Indian Law; maritime frauds and unethical practices – causes and protection; role and types of cargo intermediaries.

### Unit VI

(8 periods)

Warehousing and Inventory Management: warehousing and marketing strategy; objectives and functions of warehousing; Warehousing evaluation and requirements; warehousing location strategies; inventory management principles and approaches; material management system and techniques – JIT Purchasing, manufacturing and in-bound logistics.

### Reference Books

Ballau, R.H., Business logistics Management, Prentice Hall, Englewood Cliffs, 1992.

Reference Books

Shapiro, R., Logistics Strategy: Cases and Concepts, West publishing, St.Paul, 1995.

James, C.J and D.F.Wood, Contemporary Logistics, Macmillan, New York, 1990

### Web link(s)

1. <https://www.hw.ac.uk/study/uk/postgraduate/logistics-supply-chain-management-shipping-port.htm>
2. [https://en.wikipedia.org/wiki/Supply\\_chain\\_management](https://en.wikipedia.org/wiki/Supply_chain_management)
3. <http://www.cio.com/article/2439493/supply-chain-management/supply-chain-management-definition-and-solutions.html>
4. <http://www.supplychainopz.com/2012/04/what-is-logistics-and-supply-chain-management.html>

## **T4MB1 - Principles and Practices of Banking**

### **Objectives (45 Periods)**

To enable the students to acquire basic understanding of the structure, organization and functioning of the Financial System in India. The course also aims at exposing the students to new financial instruments and their implications in the existing regulatory framework (45 Periods)

### **Unit – I (8 Periods)**

Indian Financial System – An Overview - Banking Regulation - Retail Banking, Wholesale and International Banking, ADR, GDR and Participatory Notes - Role and Functions of Capital Market, Securities and Exchange Board of India(SEBI) - Role and Functions of Mutual funds - Role and Functions of Insurance Companies, Banc assurance and Insurance Regulatory and Development Authority (IRDA)

### **Unit – II (8 Periods)**

Factoring, Forfeiting Services and Off-Balance Items - Risk Management and BASEL II – An Overview - Alliances/Mergers/Consolidation - Credit Information Bureau (India) Limited (CIBIL), Fair Practices Code for Debt Collection and Banking Codes and Standards Board of India - Recent Developments in the Indian Financial System

### **Unit – III (8 Periods)**

Functions Of Banks - Banker-Customer Relationship - Banker's Special Relationship - Payment and Collection of cheques and other Negotiable Instruments - Opening of Accounts of various types of Customers Ancillary Services - Principles of Lending, working capital assessment and credit monitoring- Priority sector advances - Agricultural Finance - Micro, small & medium enterprises in India - Government sponsored schemes

### **Unit – IV (6 Periods)**

Self- Help Groups (SHGs) - Credit cards, Home loans, Personal loans, Consumer loans - Documentation- Different modes of Charging securities - Types of collaterals and their characteristics - Non-Performing Assets Financial Inclusion

### **Unit – V (7 Periods)**

Banking Technology - Essentials of Bank computerisation - Payment systems and electronic banking - Data communication network and EFT systems - Role of Technology upgradation and its impact on banks - Security considerations

### **Unit – VI (8 Periods)**

Support Services – Marketing Of Banking Services/Products - Marketing – An introduction - Consumer behaviour and product - Pricing - Distribution - Channel management - Promotion - Role of direct selling agent/direct marketing agent in a bank - Marketing information systems – A longitudinal analysis Banking Terms - Marketing terms - Information technology

### **Reference Books .**

Bhole, L.M. (1999), Financial Institutions and Markets, Tata Mcgraw Hill Company Ltd., New Delhi.  
2. Bhole, L.M. (2000), Indian Financial System, Chugh Publications, Allahabad Reference Books 1.  
Johnson, H.J. (1993), Financial Institutions and Markets, Mcgraw Hill, New York 2. Machiraju, M.R. (1999), Indian Financial Systems, Vikas Publishing House, New Delhi.

3. Ohlson, J.A (1987), The Theory of Financial Markets and Institutions, North Holland, Amsterdam

### **Web link(s)**

1. <http://www.bis.org/publ/bcbs230.pdf>
2. <https://en.wikipedia.org/wiki/Bank>
3. <http://siteresources.worldbank.org/INTEMPowerment/Resources/PPFinalText.pdf>



## **T4MB2 - Risk Management**

### **Objectives**

**(45 Periods)**

To engage students in active discovery of risk management principles. Students will be prepared to function in a business environment, developing an awareness of the challenges, the tools, and the process of designing and implementing a risk management program. (45 Periods)

### **Unit – I**

**(8 Periods)**

An Overview - Risk definition / policies, Risk process-Risk Organization, Key risks-Credit risk, market risk, operational risk, liquidity risk, legal risk, interest risk and currency risk. Asset liability Management, ALM Concept, ALM organization, ALCO technique/tools, simulation, Gap, Duration analysis, Linear and other statistical methods of control.

### **Unit – II**

**(7 Periods)**

Risk measurement & Control, calculation, Risk exposure analysis, Risk management/mitigation policy, Risk immunization policy/strategy for fixing exposure limits, Risk management policy and procedure, Risk adjusted return on capital, Capital adequacy norms.

### **Unit – III**

**(8 Periods)**

Risk management, Capital adequacy norms, prudential norms, Exposure norms, Concept of Mid office, Forwards, Futures, options, Strategies and Arbitrage opportunities, Regulatory prescriptions of risk management.

### **Unit – IV**

**(10 Periods)**

Credit Risk Management - Introduction, Base-1, Three pillars of Base-11 and Capital for operation risk, Frame work for risk management, RBI guidelines on risk management, Risk rating and risk pricing, Methods for estimating capital requirement, Credit risk-standardized approach, Credit rating/credit scoring and rating system design, credit Bureau, stress test and sensitivity analysis, Internal capital Adequacy Assuagement Process (ICAAP) introduction to structured products.

### **Unit- V**

**(7 Periods)**

Operational Risk Management - Introduction, Base-1, & 11, RBI guidelines, likely forms of operational risk and causes for significant increase in operational risk, Sound principles of operational risk Management (SPOR), SPOR-organizational set up and keys responsibilities of ORM,SPOR-policy requirement and strategic approach for ORM,SPOR identification, measurement, control/mitigation of operational risks, capital allocation for operational risk, methodology, qualifying criteria for banks for the adoption of the methods, computation of capital charge or operational risk.

### **Unit – VI**

**(5 Periods)**

Market Risk - Introduction and definition, prescriptions of Basel-1 & 11, liquidity risk, interest rate risk, foreign exchange risk, price risk (Equity risk), commodity risk, Treatment of market risk under Basel , standardized duration method, internal measurement approach-VAR.

### **Reference Books**

1. Philippe Jorion (2008), Financial Risk Manager Handbook, Fifth Edition, GARP, Wiley Finance (hereafter, PJ).
2. John Hull (2008), Options, Futures and Other Derivatives, 7th Edition, Prentice Hall Reference Books
1. Peter Christoffersen (2003), Elements of Financial Risk Management, Academic Press (hereafter, PC).
2. Robert McDonald (2006), Derivatives Markets, 2nd Edition, Addison Wesley. (hereafter, RM).
3. Jonathan Mun (2006) , Modeling Risk: Applying Monte Carlo Simulation, Real Options Analysis, Forecasting, and Optimization Techniques,1st Edition, Wiley. (hereafter JM)

### **Web link(s)**

1. <http://www.marquette.edu/riskunit/riskmanagement/whatis.shtml>
2. <http://press.princeton.edu/titles/10496.html>
3. <https://www.knowledgeleader.com/KnowledgeLeader/Content.nsf/Web+Content/enterpriseriskmanagementtoolsandresources!OpenDocument>

## **T4MB3 - Retail Banking**

**(45 Periods)**

### **Objectives**

It aims to build a pool of banking professionals in India, who can help Axis bank achieve new levels of profitability and customer responsiveness

### **Unit- I**

**(8 Periods)**

Introduction - History and definition, Role within the bank Operations- Applicability of retailing concepts - Distinction between Retail and Corporate/wholesale Banking

### **Unit – II**

**(10 Periods)**

Retail products overview-Customer requirements, products development ProcessLiabilities and assets, Description of assets, Approval process for retail loans, Credit scoring. Important Assets products Home loans- Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/collection. Auto/vehicle loans- Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/collection. Personal Loans-Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments /collection. Educational Loans- Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments. Credit/Debit cards-Credit Vs Debit cards, Eligibility, Purpose, Amounts, Margins, Security, Process of Using the cards, Billing Cycle, Credit points. Other Products-Remittances/Funds Transfer

### **Unit- III**

**(7 Periods)**

Marketing/Selling of Retail Products, MIS and Accounting - Retail strategies; Tie-up with Institution For Personal loans/Credit cards/Educational loans, with OEMs/Authorized Dealers for auto/vehicle loans and with builders/developers for home loans

### **Unit – IV**

**(6 Periods)**

Delivery Channels-Branch, Extension counters, ATMs, POS, Internet banking, M banking. Selling process in retail products-Direct selling Agents.

### **Unit – V**

**(7 periods)**

Customer Relationship Management-Role and Impact of Customer relationship management, Stages in Customer Relationship management process. Regulations and compliance technology for Retail banking-Static information, Account opening, Basic loan origination data etc.Updated information like income details at different frequencies, Transaction information from disbursement till final settlement of the loan amount. Analytics/Alerts. Accounting entries-Loan Process and the relevant accounting including EMI computation

### **Unit – VI**

**(7 Periods)**

Other issues related to retail Banking -Securitization, mortgage based securities. Trends in Retailing- New products like insurance DEMAT services, online/phone Banking, property services, investment advisory/wealth management, Reverse Mortgage. Growth of E-banking, Cross selling opportunities. Recovery of Retail loans-Defaults, Rescheduling, Recovery process. SARAFAESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents- RBI guidelines.

### **Reference Books**

1. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008
2. Retail Banking, Shroff, T.F., Northern Book Centre, Daryaganj, New Delhi Reference Books 1. Customer Relationship Management, Mohammed, H. Peeru and a Sagadevan (2004).

**Web link(s)**

1. [https://www.atkearney.com/documents/10192/264358/Inside\\_Tomorrows\\_Retail\\_Bank.pdf/041c5992-e0ad-4346-bf70-7fead68c2359](https://www.atkearney.com/documents/10192/264358/Inside_Tomorrows_Retail_Bank.pdf/041c5992-e0ad-4346-bf70-7fead68c2359)
2. [http://www.mckinsey.com/~media/mckinsey/dotcom/client\\_service/financial%20services/latest%20thinking/consumer%20and%20small%20business%20banking/retail\\_banking\\_in\\_asia\\_actionable\\_insights\\_for\\_new\\_opportunities.ashx](http://www.mckinsey.com/~media/mckinsey/dotcom/client_service/financial%20services/latest%20thinking/consumer%20and%20small%20business%20banking/retail_banking_in_asia_actionable_insights_for_new_opportunities.ashx)
3. <https://www.pwc.com/us/en/financial-services/publications/viewpoints/assets/viewpoint-when-the-growing-gets-tough.pdf>

### V –Trimester

S.No	Subject code	Title	Total Credits	Internal Marks (Max)	External Marks (Max)	Total Marks (Max)
<b>Core Papers</b>						
1	T5MC1	Project Management and Entrepreneurship	4	40	60	100
2	T5MC2	Strategic Management	4	40	60	100
<b>Open Choice Electives in Marketing</b>						
1	T5MM1	Marketing of Services	3	40	60	100
2	T5MM2	Sales Management	3	40	60	100
3	T5MM3	Rural Marketing	3	40	60	100
4	T5MM4	Customer Relationship Management	3	40	60	100
<b>Open Choice Electives in Finance</b>						
1	T5MF1	Merchant Banking	3	40	60	100
2	T5MF2	Strategic Cost Management	3	40	60	100
3	T5MF2	Financial Derivatives	3	40	60	100
<b>Systems</b>						
1	T5MS1	Software Quality Management	3	40	60	100
2	T5MS2	Data Communication and Networks	3	40	60	100
<b>Open Choice Electives in Human Resources</b>						
1	T5MH1	Training and Development	3	40	60	100
2	T5MH2	Compensation Management	3	40	60	100
3	T5MH3	Talent Acquisition & Retention	3	40	60	100
4	T5MH4	Leadership & Managerial Effectiveness	3	40	60	100
<b>Open Choice Electives in Operations</b>						
1	T5MO1	Production Planning and Control	3	40	60	100
2	T5MO2	Technology Management	3	40	60	100
3	T5M03	Innovation Management	3	40	60	100
<b>International Business</b>						
1	T5MI1	International Trade and Finance	3	40	60	100
2	T5MI2	Legal Dimensions of International Business	3	40	60	100
<b>Banking</b>						
1	T5MB1	Legal Aspect of Banking	3	40	60	100
2	T5MB2	Rural Banking	3	40	60	100
	T5MCL	Business Analytics-V	2	50	-	50
	T5MCP	Comprehensive Viva-voce-V	2	-	50	50
Total Credits – 2 Core Papers + 2 Papers from Dual Specialization+ 1 Lab Paper+1 Comprehensive Viva <b>8+6+6+2+2 = 24</b>						

**Note**

A student has to choose two elective papers from two specializations (dual) along with two core papers. The elective papers can be chosen from two specializations under open choice elective mode

## **T5MC1- Project Management & Entrepreneurship**

**(60 Periods)**

### **Objectives**

The course has been designed to create an awareness of the need for systematic management of projects. This application-oriented course provides the skill in executing various projects, starting from project identification till project termination. The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses

### **Unit I**

**(6 Periods)**

Introduction to 'Project' concept - Strategic Fit of Projects – Corporate Growth and Business Development Project Cycle – Industrial and Agricultural Projects

### **Unit II**

**(10 Periods)**

Industry Analysis and Project Identification and Formulation Need Analysis – resource surveys - Product Innovation – Research and Development – Formulation and Implementation of Projects - Market Research – Study and Analysis – Technical feasibility – Technology Forecasting- Choice of Technology and Advance of p\Process of Technology – Technology Transfer

### **Unit III**

**(10 Periods)**

Analysis of Infrastructure – Location- Site Selection - Appraisal of Management and Manpower Requirement - Financial Projection and Appraisal – Risk Analysis – Cost estimation - Cost Benefit Analysis - Social Cost Benefit Analysis

### **Unit IV**

**(10 Periods)**

Project and Contracts Planning - co-ordination – Project Scheduling and Techniques -Project Management Information

### **Unit V**

**(14 Periods)**

Entrepreneurial Traits - Types and Significance - Definitions - Characteristics of Entrepreneurial Types - Qualities and Functions of Entrepreneurs - Role and Importance of Entrepreneur in Economic Growth- Competing Theories of Entrepreneurs.

### **Unit VI**

**(10 Periods)**

Entrepreneurial Development Programme in India- History – Support – Objectives - Stages of Performances - Planning and EDP – Objectives - Target Group - Selection of Centre - pre-training work - Government Policy towards SSI's

### **Reference Books**

1. Prasana Chandra, Projects-Planning, analysis, selection, Implementation and review, TMGH, New Delhi
2. Goel, B.B., Project Management, Deep & Deep, New Delhi
3. Desai, A.N. Entrepreneur and Environment, Ashish, New Delhi
4. David I. Cleland, Project Management, MGH, New York
5. Kumar, S.A. Entrepreneurship in small Industries, Discovery, New Delhi
6. Joy, P.K., Total Project Management, Macmillan, India

### **Web Link(s)**

1. Guidelines for Managing Projects from the UK Department for Business, Enterprise and Regulatory Reform (BERR)
2. APM, PMP, PRINCE2 Project Management Certification Roadmap
3. Open Source Project Management manual
4. Project management skills

## **T5MC2- Strategic Management**

### **Objectives**

**(60 Periods)**

The objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

### **UNIT I**

**(10 Periods)**

Objectives of Business – Social Responsibility - Social Audit and Business - Social Ethics - Types of Business Policies - Developing Basic Business Purposes and Mission - Basic Economic Purposes - Personal Aims and Values of Top Managers - Missions - Long range objectives - Short range Goals and objectives.

### **UNIT II**

**(8 Periods)**

Internal Environment - External Environment - Analysis of the Macro Environment & Industry Forecasting the Environment - SWOT Analysis

### **UNIT III**

**(10 Periods)**

Corporate Level Strategies - Business Unit Strategies - Functional Strategies - Strategy Implementation - Organisation Structure - Leadership Style - Organization Culture.

### **UNIT IV**

**(10 Periods)**

Strategic Control Process and Performance - Strategic Management and not-for-profit organizations

### **UNIT V**

**(6 Periods)**

Industrial Sickness – Problems - Causes - Importance of Financial Ratios as healthy indicators of a company - Altman's Z - Score

### **UNIT VI**

**(16 Periods)**

Five Case Studies with reference to Indian Perspective

### **Reference Books**

1. Aazhar Kazmi, Business Policy, TMGH, New Delhi,
2. Budhiraja, S.B and Athreya. M.B cases in Strategic Management, Tata McGraw Hill, New Delhi
3. Hamel G and Prahalad, C.K.Competing for the Future Boston, Harvard Business School Press
4. Christensen, C. R etc. Business Policy. Text and Cases 6<sup>th</sup> ed. Homewood, Illinois, Richare, D. Irwin
5. Pearce and Robinson, Formulation, Implementation, and control of competitive Strategy, Irwin Publication
6. Peters, Tom Business School in a Box. New York, Macmillan
7. Ghossh, P.K., Business Policy “Strategic Planning and Management”, Sultanchand,

### **Web Link(s)**

1. Institute for Strategy and Competitiveness at Harvard Business School
2. [1]- Improving Strategic Management
3. The Journal of Business Strategies

## **T5MM1- Marketing of Services**

**(45 Periods)**

### **Objectives**

The objectives of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

### **UNIT I**

**(5 Periods)**

Developing a framework for understanding Services Marketing - Classification of Services on similar Characteristics.

### **UNIT II**

**(8 Periods)**

Nature of Service - Relationship with Customers - Customerisation and Judgment in Service Delivery - Nature of Demand relative to Supply - Method of Service Delivery - Significance of People based Attributes and/or Facility based attributed of the Service Product – Service Quality Gap (SERVQUAL).

### **UNIT III**

**(8 Periods)**

Managing Customer Mix - Targeting - Positioning the Service – Service Productivity - 7 P's of Service Marketing

### **UNIT IV**

**(8 Periods)**

Managing Demand - Demand Supply Interaction - Strategies relating to Demand - Inventory Demand - Flexible Capacities. Modifying Marketing Mix Elements to Manage Demand.

### **UNIT V**

**(12 Periods)**

Service Business as a System - Service Operations Sub-Systems - Service Delivery Subsystem - Service Marketing Subsystem - Planning, Organization and Implementation of Marketing Effort - Inter functional Conflict between Marketing and Operations - Evaluation of Marketing Effort.

### **UNIT VI**

**(4 Periods)**

Building Customer Relationship – Relationship Marketing and Retention Strategies.

### **Reference Books**

1. Valarie A. Zeithaml, Mary J.O.Bitner, Services Marketing, MGH, New York
2. Helen woodruffe, Services Marketing, Macmillan, New Delhi
3. Verma, H.V., Marketing of services, ND, Global Business Press
4. Newton M.P.Payne, A The essence of Services Marketing New Delhi Prentice Hall of India
5. Lovelock, Christopher H. Services Marketing Englewood Cliffs, New Jersey, PHI
6. Nargundhar – Service Marketing – TaTa McGraw Hill

### **Web Link(s)**

1. Shostack, G. Lynne. "Designing Services that Deliver", Harvard Business Review, vol. 62, no. 1 January - February 1984, pp. 133–139
2. Wilson Alan/ Zeithaml, Valerie A./ Bitner, Mary Jo/ Gremler, Dwayne D. (2008): Services Marketing: Integrating Customers Focus Across the Firm, Glasgow, 2008. (p. 203-206)



## **T5MM2 - Sales Management**

### **Objectives**

**(45 Periods)**

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

### **UNIT I**

**(8 Periods)**

Meaning and Scope of Sales Management – Objectives of Sales Department, Co-coordinating functions of Sales Manager, Sales as a function of Marketing Management - Sales Department - Field organization of Sales Department.

### **UNIT II**

**(5 Periods)**

Theories of Selling - Process of Selling

### **UNIT III**

**(8 Periods)**

Formulating Personal Selling Strategy - Personal Selling Objectives - Sales related Marketing Policies - Determining the kind of Sales Personnel - Determining the size of Sales Force - Individualizing Selling Strategies to Customers.

### **UNIT IV**

**(8 Periods)**

Work Assignment to Sales Personnel - Routing and Scheduling of Sales Force - Objectives of Sales Quotas - Types of Quotas - Quota Setting and Administration – Concept - Objectives and Procedure of setting Sales Territories.

### **UNIT V**

**(8 Periods)**

Recruitment - Selection and Training of Sales Personnel – Motivation of Sales Force – Maslow's Theory - Herzberg Theory – Theory X and Y - Equity Theory, Vroom's Theory - Compensation of sales Personnel - Sales Meeting and Sales Contests

### **UNIT VI**

**(8 Periods)**

Controlling of Sales Force - Controlling of Expenses - Sales Budgets - Sales Audit - Use of Market Research in Sales Management.

### **Reference Books**

1. Richard R.Still, Edward W. Cundiff, Norman A.P.Govoni, Sales Management, PHI, New Delhi
2. Buskirk, R H and Stanton, W.J. Management of sales Force, Homewood Illinois, Richard D. Irwin
3. Dalrymple D. J. Sales Management: Concepts and Cases, John Wiley
4. Tapan Panda, Sunil Sahadev - Sales and distribution management - Oxford publication
5. Rolph E.Anderson, Joseph F.Haor, Jr., Aalan J. Bush, Professional sales Management, MGH, New York
6. Donaldson Bill, Sales Management – Theory and Practice, McMillan, India
7. Thomas R. Wotmba, Holt Rinehart & Winston, Sales Management, New York
8. P. Allen, MacDonald & Evans Sales & Sales Mgt, Ltd, London.
9. Ramachandran , Field Sales Management, Allied Publication, New Delhi

### **Web Links**

1. Strategic Planning." NC Office of State Personnel, n.d. Web. 10 Jul 2011.  
<<http://www.performancesolutions.nc.gov/strategicPlanning/index.aspx>>.
2. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton. Management of a Sales Force. 12. New York, NY: McGraw-Hill/Irwin, 2008. 49-51. Print.

## **T5MM3-Rural Marketing**

**(45 Periods)**

### **Objectives**

To develop basic understanding of rural resources, natural Resources and Infrastructure Development Programmes in rural areas. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context ➤ To familiarize with the special problems related to sales in rural markets, and ➤ To help understand the working of rural marketing institutions.

### **Unit-I**

**(8 Periods)**

Rural Economy – Rural – Urban disparities – policy interventions required – Rural face to Reforms – The development exercises in the last few decades.

### **Unit-II**

**(8 Periods)**

Rural Marketing – Concept and Scope – Nature of rural markets – attractiveness of rural markets – Rural Vs Urban Marketing – characteristics of Rural consumers – Buying decision process – Rural Marketing Information System – Potential and size of the Rural Markets.

### **Unit-III**

**(6 Periods)**

Rural Marketing Information System – Potential and size of the Rural Markets.

### **Unit-IV**

**(8 Periods)**

Selection of Markets – Product Strategy – Product mix Decisions – Competitive product strategies for rural markets.

### **Unit-V**

**(8 Periods)**

Pricing Strategy – pricing policies – innovative pricing methods for rural markets – promotion strategy – appropriate media – Designing right promotion mix – promotional campaigns.

### **Unit-VI**

**(8 Periods)**

Distribution – Logistics Management – Problems encountered – selection of appropriate channels – New approaches to reach out rural markets – Electronics choupal applications.

### **Reference Books**

1. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata mcgraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S.Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007
3. CSG Krishnamacharylu & Laitha Ramakrishna, - RUAL MARKETING, Person Education Asia. 2009.
4. Philip Kotler, MARKETING MANAGEMENT, Prentice – Hall India Ltd. New Delhi.
5. Agarwal A.N., INDIAN ECONOMY, Vikas Publication, New Delhi.
6. Ruddar Dutt Sundaram, INDIAN ECONOMY, Tata mcgraw Hill. Publishers, New Delhi.

### **Weblink(s)**

1. Esoko (TradeNet) market information service for West Africa
2. Regional Agricultural Trade Intelligence Network for East Africa
3. Agricultural and Food Marketing Association of Asia and the Pacific (AFMA)
4. Rural Finance Investment and Learning Centre

## **T5MM4- Customer Relationship Management**

**(45 Periods)**

### **Objectives**

This course emphasizes the importance of customer relationships. It aims to teach the basic principles involved in managing customer relationships. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working

### **Unit-I**

**(10 Periods)**

Definitions – Concepts and Context of relationship Management – Evolution – Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

### **Unit-II**

**(6 Periods)**

Customer Information Database – Customer Profile Analysis – Customer perception, Expectations, analysis.

### **Unit-III**

**(8 Periods)**

Customer behavior in relationship perspectives; individual and group customer's – Customer life time value – Selection of Profitable customer segments.

### **Unit-IV**

**(8 Periods)**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

### **Unit-V**

**(8 Periods)**

Strategic CRM planning process – Implementation issues – CRM Tools – Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

### **Unit-VI**

**(5 Periods)**

RM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

### **Reference Books**

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

### **Weblink(s)**

- 1.[http://en.wikipedia.org/wiki/Customer\\_relationship\\_management](http://en.wikipedia.org/wiki/Customer_relationship_management)"
2. Categories: Wikipedia spam cleanup | Marketing | Information technology management | Office and administrative support occupations | Electronic commerce

## T5MF1- Merchant Banking

(45 Periods)

### Objectives

This course is designed to help the students in acquiring necessary knowledge and skills for bringing public issue through merchant bankers

#### Unit I

(5 Periods)

Introduction – An overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges – Functions of Merchant Banking

#### Unit II

(8 Periods)

Raising Funds from Capital and Money Markets – Issue Pricing – Pricing – Preparation of Prospectus  
Selection of Bankers – Underwriting Arrangements – Dealing with Bankers to the Issue – Underwriters  
- Registrars and Brokers – Code of Conduct for Merchant Bankers

#### Unit III

(8 Periods)

Offer for Sale – Book Building – Green Shoe Option - Private Placement – Bought out Deals –  
Placement with FIs, MFs , FIIs etc., - Off Shore Issues – Post Issue Activities

#### Unit – IV

(8 Periods)

Mergers and Acquisition – Credit Rating

#### Unit – V

(8 Periods)

Leasing and Hire Purchasing – Basics of Leasing and Hire Purchasing – Financial Evaluation – Tax  
Implications – Marketing of Financial Services

#### Unit – VI

(8 Periods)

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Development in  
Factoring and Forfeiting – Venture Capital

### Reference Books

1. M.Y. Khan – Financial Services – Tata McGraw Hill
2. Bhalla V.K. – Management of Financial Services – Anmol, New Delhi
3. J.C. Verma – A manual of Merchant Banking Bharath Publishing house, New Delhi
4. H.R. Machiraju - Merchant Banking & Allied Financial Services

### Web Link(s)

1. Brunner, Allan D.; Decressin, Jörg; Hardy, Daniel C. L.; Kudela, Beata (2004-06-21). "Germany's Three-Pillar Banking System: Cross-Country Perspectives in Europe". International Monetary Fund. ISBN 1-58906-348-1. ISSN 0251-6365. Abstract
2. Khambata, Dara (1996). *The practice of multinational banking: macro-policy issues and key international concepts* (2nd ed.). New York: Quorum Books. p. 320. ISBN 978-0-89930-971-2.
3. Commercial Banks directory and guidelines Commercial Banks

## **T5 MF2 - Strategic Cost Management**

**(45 Periods)**

### **Objectives**

The subject covers the complex modern industrial organisations within which the various facets of decision-making and controlling operations take place; the subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing systems.

### **Unit I**

**(6 Periods)**

Concept of Strategic Cost Management- Views of Cooper & Slagmulder, Welfie & Keltyka, Horvath & Brokemper, Porter, Hinter Hurber and Others on Strategic Cost Management.

### **Unit II**

**(8 Periods)**

Concerns and Objectives of Strategic Cost Management -, Traditional Cost Management Vs Strategic Cost Management.

### **Unit III**

**(8 Periods)**

Underlying Themes of Strategic Cost Management – Value Chain Analysis - Strategic Positioning Analysis and Cost Driver Analysis.

### **Unit IV**

**(8 Periods)**

Strategic Cost Analysis- Target Costing- Life Cycle Costing and Kaizen Costing.

### **Unit V**

**(7 Periods)**

Cost Control - Cost Reduction and Cost Management.

### **Unit VI**

**(8 Periods)**

Cost Comparison –Make or Buy - Sell or Process - Retain or Replace - Shut-Down or Continue - Export or Local Sales - Cost based Pricing - Customer based Pricing and Competitor based Pricing.

### **Reference Books**

1. Barry J. Briinker, Guide to Cost Management, John Wiley & Sons, New York, 2000
2. Robert S. Kaplan and Anthony A. Atkinson, Advanced Management Accounting, PHI, New Delhi, 1996, 22<sup>nd</sup> Ed
3. Blocher, Chen, Lin, Cost Management MGH, New York, 1999

### **Web Link(s)**

1. AACE International (AACE)
2. [www.uakron.edu/uba/scm/issues.html](http://www.uakron.edu/uba/scm/issues.html)
3. [www.vancechan.com/strategic-cost\\_management.html](http://www.vancechan.com/strategic-cost_management.html)
4. <http://www.ism.ws/pubs/ISMMag/099933.htm>

## T5MF3-Financial Derivatives

(45 Periods)

### Objectives

The purpose of this course is to provide the basic knowledge on derivative products such as forward, future, option & swap and to make the students aware about the on line trading on futures and options.

### Unit I (8 Periods)

Introduction, Types of Financial Derivatives, Forward contract, features of Forward contract, Notations used in Forward contracts, Forward Pricing. Case study on Forward Contract.

### Unit II (8 Periods)

Presentations; Meaning, features, Difference between futures and forwards, Trading Mechanism, Requirement of Margins, Mark to Market, Settlement of Accounts

### Unit III (8 Periods)

Types of futures, Stock futures, Stock Index futures, Practical on Mark-to-market in Broking house. Presentations.

### Unit IV (8 Periods)

Option contracts : Meaning, Features. Types of Options, Option terminology, Option pay offs, Option

### Unit V (5 Periods)

Hedging strategies using Options,


### Unit VI (8 Periods)

Black schools option pricing model, presentation, practicals on broking house., Features, Interest Rate SWAPs. Presentations.

### Reference books:

1. Derivative-Valuation and Risk Management: David A. Dubofsky & Thomas W. Miller JR. RCM Study Materials.
2. BSE website, NSE Website, sites on Chicago Option trading.
3. Financial Engineering: John F. Marshall & Bipul K. Bansal. PHI
4. Option, Futures and other Derivatives: John C Hull. PHI
5. Introduction to futures and options markets: John C. Hull. PHI

### Web Link(s)

1. Koehler, Christian. "The Relationship between the Complexity of Financial Derivatives and Systemic Risk". Working Paper: 10–11. [SSRN 2511541](https://ssrn.com/abstract=2511541)
2. Koehler, Christian. "The Relationship between the Complexity of Financial Derivatives and Systemic Risk". Working Paper: 10. [SSRN 2511541](https://ssrn.com/abstract=2511541) 

## **T5MS1 - Software Quality Management**

**(45 Periods)**

### **Objectives**

1. To Understand the quality assurance context
2. To Understand software quality models
3. To Understand SDLC's aimed at quality

### **UNIT I**

**(5 Periods)**

Introduction: Software Process assessment overview - Assessment phases - Assessment principles - Assessment conduct - Implementation consideration

### **UNIT II**

**(6 Periods)**

Quality management - Quality assurance plan - Considerations - Verification and Validation.

### **UNIT III**

**(10 Periods)**

Configuration Management: The need for configuration Management - Software product nomenclature - Basic configuration management functions - Baselines - Responsibilities - Need for automated tools - Configuration management plan - SCM support functions - The requirement phase Design control - The implementation phase - Test phase - SCM for Tools - Configuration accounting and audit - Configuration Management with respect to HR – Subcontracting – Direct Hire – Audits and Reports in HR

### **UNIT IV**

**(8 Periods)**

Software Standards and Inspection: Definitions - The Reason for software standards - Benefits of standards - Establishing standards - Guidelines - Types of reviews - Inspection of objectives - Basic inspection principles - The conduct of inspection - Inspection training. SEI – CMMI – PIMMI – ISO – SIX SIGMA

### **UNIT V**

**(8 Periods)**

Testing And Managing Software Quality: Testing principles - Types of tests - Test planning - Test development - Test execution and reporting - Test tools and methods - Real Time testing - quality management paradigm - Quality motivation - Measurement criteria - Establishing a software quality program - Estimating software quality.

### **UNIT VI**

**(8 Periods)**

Defect Prevention: Principles of software defect prevention - Process changes for defect prevention - Defect prevention considerations - Management's role - Framework for software process change - Managing resistance to software process change - Case studies.

### **Reference Books:**

1. Humphray - Managing the Software Process – Pearson Education
2. Watts S. Humphrey, Introduction to the Team Software Process, Addison Wesley
3. Watts S. Humphrey, Introduction to the Personal Software Process, Addison Wesley

### **Web link(s)**

1. Linux: Fewer Bugs Than Rivals Wired Magazine, 2004
2. Automated Function Points Beta 1 by OMG

## **T5MS2 - Data Communication Systems & Networks**

**(45 Periods)**

### **Objectives**

1. To know the fundamentals of data communication networks, their architecture, principles of operations, and performance analyses.
2. To give some insight into the rationale of why networks are structured the way they are today

### **UNIT I**

**(5 Periods)**

Data Communications: Basics of Data Communications, Impact of data Communication on Computer Organisation - Computer Communication Networks, Data, Voice, Image.

### **UNIT II**

**(8 Periods)**

Communication Devices: Multiplexes (time division /frequency division) Concentrators – Front end Processors, modems – Synchronous, Asynchronous Voice Grade Modems.

### **UNIT III**

**(8 Periods)**

Transmission Links: Terrestrial links, Satellite Links, Radio Links optical fiber Transmission modes: Point-to-Point, Multi-point links & Controls - Simultaneous transmission - Errors detection & Correction.

### **UNIT IV**

**(8 Periods)**

Introduction to Networks: Evolution of Data Networks - objectives and Uses of Networks

### **UNIT V**

**(8 Periods)**

Typical Building blocks of Networks - Network structure - Topology (Star, loop, Tree ) Protocols, Layer of Networks.

### **UNIT VI**

**(8 Periods)**

Emerging Trends in Information Technology

### **Reference Books:**

1. Prakash C. Gupta “Data Communication and Computer Networks”, PHI
2. Andrews. Tanenbaum, “Computer Networks”, Prentice Hall, New Delhi.
3. Black, “Data Communication & Distributed Networks, 3<sup>RD</sup> Edi, PHI, New Delhi

### **Web link(s)**

1. Networking at DMOZ
2. IEEE Ethernet manufacturer information
3. A computer networking acronym guide



## **T5MH1-Training and Development**

**(45 Periods)**

### **Objectives**

1. To enable you understand the concepts, principles and process of training and development and to develop an understanding of how to assess training needs and design training programmes in an Organizational setting

### **Unit I**

**(5 Periods)**

Introduction to Training and Development – Meaning – Objectives – Need – Components of Need Analysis – Training Design – Principles - Process and Models – Determining Training Content – Selecting Training Methods – Evaluation – Follow-up

### **Unit II**

**(8 Periods)**

Training Implementation – Making or Buying Decision – Selecting Outsourcing Agency – Implementation of In-house Programme – Blocking the Dates – Infrastructure and Logistics requirements – Seating Arrangements – Transportation – executing the Programme – Training Evaluation – Meaning – Donald KirkPatrick’s Evaluation Models – Data Collection for Training Evaluation – Designs of Training Evaluation – Focus on better Evaluation

### **Unit III**

**(8 Periods)**

Selection and Training of Trainers – Trainers Competencies – Technical, Business, Interpersonal and Intellectual Competencies – Training the Trainers – Training Aids – Black or White Board, Flip Charts, Printed Materials, OHP, Videos, Audios, Props, etc., - Legal and Ethical issues in Training and Development – Employee – Employer Relation – Training Days - Duration and Timings – Termination of Training and Compensation – Ethical Issues

### **Unit IV**

**(8 Periods)**

Methods of Training – Classrooms Methods – Advantages and Limitations – Types of Classrooms – Classroom Learning Methods – Technology based Class Rooms – Outward Bound Methods – Advantages – Process – Types – OBL (Outward Bound Learning) in India

### **Unit V**

**(8 Periods)**

Learning – Meaning – Types – Significance – Process – Advantages and Limitations – Classrooms Learning Vs E-Learning – Blended Learning – On the Job Training (OJT) – Meaning – Allen’s Four Step Model – Kane’s seven Steps Models – Advantages and Limitations of OJT – suitability of OJT – Types of OJT – Effectiveness of OJT

### **Unit VI**

**(8 Periods)**

Coaching for Performance Improvement – Types of Coaching – Characteristics of Coaching – Benefits of Coaching – Competencies for Successful Coaches – Place for Coaching – Coaching Process – Mentoring – Meaning – Process – Benefits – Phases of Mentoring relationship – Formal Vs Informal Mentoring – Ethical issues in Mentoring – Pitfalls in Mentoring

### **Reference Books**

1. G. Pandu Naik, Training and Development, Excel Book
2. Pandu Naik, Training and Development, Excel Book
3. Tapomoy Deb, Human Resource Development Theory and Practice, Ane Books India, New Delhi
4. A.Landale, Advanced Techniques for Training and Development, Infinity Books, New Delhi

### **Web Link(s)**

1. Training and Development Agency for Schools
2. <http://dataprovision.tda.gov.uk/public>

## T5MH2 - Compensation Management

(45 periods)

### Objectives

The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies

### Unit I

(8 Periods)

Compensation: Concept – Factors - Base and Supplementary Compensation - Wage and Salary - Wage Components - Minimum Wage - Fair Wage - Living Wage - Wage Policy in India - Wage Differentials, Wage Theories - Market Theories - Human Capital Theories - Bargaining Theories – Social Theories. Economic and Behavioural Theories.

### Unit II

(8 Periods)

Job Evaluation- Nature and Importance- Methods - Computer Aided Job Evaluation - Internal and External Equity- Pay Surveys.

### Unit III

(8 Periods)

Pay Structure-Types - Broad Banding - Performance Linked Compensation - Types of Incentives – Bonus - Profit Sharing - Gain Sharing - Stock Options - Benefits and Allowances- Types - Executive and Shop Floor Level Rewards - Compensating Expatriates and Knowledge Workers.

### Unit IV

(8 Periods)

Legal Framework of Wage Determination - Welfare Legislations - Tax Planning – Downsizing - VRS, Gratuity – Commutation - Pension Plans - Machinery for Wage Fixation – Wage Boards – Pay Commissions –Statutory Wage Fixation.

### Unit V

(8 Periods)

Total Reward System - Components of Pay - Pay Structure for Startup Organizations - Pay restructuring in Mergers and Acquisitions, Alliances and Turnarounds - Board Room Pay.

### Unit VI

(5 Periods)

Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

### Reference Books

1. Michael A. Armstrong and Helen Murlis, Reward Management: A Handbook of Remuneration Strategy and Practice , London Kogan Page.'
2. B D Singh, Compensation and Reward Management Excel Books. New Delhi
3. Henderson, Compensation Management in a Knowledge Based World New Pearson Education, New Delhi.
4. Bhattacharya, Compensation Management, Oxford Press.
3. Milkowich, Newman, Compensation, Tata Mcgraw Hill, New Delhi.

### Web Link(s)

1. "Bad bonus rules are worse than bad bonuses". *Economist*. Economist. Retrieved 1 December 2014.
2. "Want to Retain Me? U.S. Workers Say 'Show Me the Money'". Randstad USA. Randstad USA. Retrieved 1 December 2014.
3. "Bonus time". *The Economist*. The Economist. Retrieved 1 December 2014

## **T5MH3- Talent Acquisition and Retention**

**(45periods)**

### **Objectives**

To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to develop a conceptual understanding of the management of talents in the competitive environment. To understand the concepts of competency and its usage in evaluating a person's work and in identifying required competencies in a person.

#### **Unit-I**

**(8 periods)**

Basics of Talent Management -Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies - performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

#### **Unit-II:**

**(8 Periods)**

Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning,

#### **Unit-III:**

**( 8 periods)**

Potential identification and development, coaching for sustained &desired change, integrating coaching, training and development with talent management , developing talent management information system

#### **Unit-IV:**

**( 8 periods)**

Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.

#### **Unit-V:**

**(8 periods)**

Background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement.

#### **Unit VI:**

**( 5 periods)**

Employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy

**Reference Books:**

1. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
2. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
3. A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
4. Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010.
5. REFERENCE BOOKS: • The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
6. Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
7. Performance Management - Herman Aguinis, Pearson Education, 2007.
8. Performance Management, Rao, Wiley, ISBN: 9789350042892.

**Web link(s)**

1. <https://www.thebalance.com/> Human Resources > Employee Management>
2. <https://www.eremedia.com/ere/5-key-steps-in-strategic-talent-planning>
3. [www.mckinsey.com/business-functions/.../developing-talent-for-large-it-projects](http://www.mckinsey.com/business-functions/.../developing-talent-for-large-it-projects)
4. <https://strategichrinc.com/competency mapping>
5. <https://www.hrsa.gov/quality/toolbox/methodology/performance/management/>
6. <https://www.nextgeneration.ie > Leadership>

## **T5MH4-Leadership & Managerial Effectiveness**

**(45 periods)**

### **Objectives**

The objectives of this course is to emphasize the development of leadership and interpersonal skills for effectively managing the Organization

#### **Unit-I (8 Periods)**

Leadership - Importance, Theories, Characteristics and Qualities of Leader \*Leadership & Communication – Leadership communication styles \* Leadership and Followership - Traits, Situational, and Functional Leadership

#### **Unit-II (6 Periods)**

Leadership & Power – Group & Team behavior \* Participative Management & Delegation, Collaboration & co-operation

#### **Unit-III (6 Periods)**

Effective Leadership – Transactional, Transformational and Charismatic Leadership \* Development of the competitive spirit \* Knowledge Management \*

#### **Unit – IV (8 Periods)**

Leadership in Change Management – Leader’s role in Change process – Leader as Change Agent – Change Management for OD

#### **Unit-V (9 Periods)**

The Concept of Managerial Effectiveness: Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer

#### **Unit-VI (8 Periods)**

Environmental Issues in Managerial Effectiveness: Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

### **Reference Books**

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

**Web link(s)**

1. [www.ccl.org/wp-content/uploads/2015/04/ccl\\_managerialeffectiveness.pdf](http://www.ccl.org/wp-content/uploads/2015/04/ccl_managerialeffectiveness.pdf)
2. [www.businesscasestudies.co.uk](http://www.businesscasestudies.co.uk)
3. [www.sciencedirect.com/science/article/pii/0278431989900741](http://www.sciencedirect.com/science/article/pii/0278431989900741)
4. [www.who.int/hiv/pub/imai/om\\_10\\_leadership\\_management.pdf](http://www.who.int/hiv/pub/imai/om_10_leadership_management.pdf)
5. <https://ideas.repec.org/a/hur/ijaraf/v6y2016i1p73-82.html>

## **T5MO1 - Production Planning and Control**

**( 45 Periods)**

### **Objectives**

1. To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control.
2. To know the recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

### **Unit I**

**(8 Periods)**

Objectives and Benefits of Planning and Control-Functions of Production Control-Types of Production-Job- Batch and Continuous- Meaning and Need for Forecasting – Classification of Forecast – Essentials of Good Forecasting Method

### **Unit II**

**(8 Periods)**

Method Study - Basic Procedure –Selection -Recording of Process - Critical Analysis, Development - Implementation - Micro Motion Study - Work Measurement - Techniques of Work Measurement - Time Study - Production Study - Work Sampling - Synthesis from Standard Data - Predetermined Motion Time Standards.

### **Unit III**

**(8 Periods)**

Material Planning – Introduction - Factors influencing materials Planning – Techniques in Material Planning – Bill of Materials – Materials Requirement Planning – Past Consumption Analysis Technique – Moving Average Method –Exponential Smoothing – Inventory Control – Other Operation Research Techniques

### **Unit IV**

**(7Periods)**

Process Planning – Introduction – Inputs to Process Planning – Factors Influencing Process Planning – steps in Process Planning – Route Sheets – Process Planning in Different Situations – Documents in Process Planning

### **Unit V**

**(8Periods)**

Scheduling – Meaning – Need – Inputs of Scheduling – Loading – Meaning and Need – Loading and Scheduling Devices – Gantt Charts – Techniques of Scheduling

### **Unit VI**

**(6Periods)**

Dispatching - Introduction – Functions of Dispatching – Dispatching under Different Situations – Documents in Dispatching – Progressing – Meaning – Functions – Documents in progressing

### **Reference Books**

1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company, First edition, 2000.
- 2.. Samson Eilon, “Elements of production planning and control”, Universal Book Corpn.1984
3. Elwood S.Buffa, and Rakesh K.Sarin, “Modern Production / Operations Management”, 8th Ed. John Wiley and Sons, 2000.
4. K.C.Jain & L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990.

### **Web Link(s)**

1. The MRP 2 (Manufacturing Requirement Planning)
2. The Master Production Schedule (MPS)

## **T5MO2 - Technology Management**

**(45 Periods)**

### **Objectives**

The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.

### **Unit I**

**(7 Periods)**

Technology Management – Introduction – Definitions – Concepts – Main Technologies and their Characteristics – Classification of Technology – Technology Management as an Emerging Discipline.

### **Unit II**

**(8 Periods)**

Technological Environment – Levels of Environment – Factors in Technological Environment – Major Current Developments in Technological Environment

### **Unit III**

**(8 Periods)**

Technology Development and Acquisition – Forecasting – Generation and Development – Technology Strategy – Collaborative Arrangements in Technology Strategies.

### **Unit IV**

**(8 Periods)**

Technology Absorption and Diffusion – Absorption – Assessment – Evaluation – Diffusion

### **Unit V**

**(7 Periods)**

Selection and Implementation of New Technologies – Automation Decisions

### **Unit VI**

**(7 Periods)**

Managing New Generation Technologies – Commercializing New and Innovative Technologies – Invention – Innovation – Intellectual Property Rights.

### **Reference Books**

1. Managing Technology and Innovation for competitive Advantage – V.K. Narayanan – Pearson Education
2. Management of New Technologies for Global competitiveness – Christian N. Madu – Jaico Publishing House
3. Handbook of Technology Management – Gaynor – McGraw Hill

### **Web Link(s)**

1. ATMAE.org
2. <http://www.bus.wisc.edu/erdman/> Erdman Center for Operations and Technology Management; UW-Madison School of Business; Retrieved May 20, 2008
3. <http://www.london.edu/otm.html> London School of Business; London School of Business; Retrieved May 22, 2008
4. <http://www.anderson.ucla.edu/x124.xml> UCLA Anderson School of Management; UCLA Anderson School of Management; Retrieved May 22, 2008
5. <http://www.bu.edu/om/> Boston University Operations and Technology Management Department; Boston University; Retrieved May 22, 2008



## **T5M03- Innovation Management**

**(45 Periods)**

### **Objectives**

This course is designed to help students to understand the importance of managing technology, innovation and change at the firm's level and also at the national level.

### **UNIT – I**

**(8 Periods)**

The Concept Of Innovation -Introducing – Concept of Innovation – Defining Physical and Social Technologies – Technology – The Driving Force of Modern Society – Levels of Innovation – why is Management Innovation so important ? – Incremental vs. Radical Innovation – Innovation in Large and small Firms – Why Should Firms Invest in Innovation ?

### **UNIT – II**

**(6 Periods)**

Dynamics Of Ideation And Creativity -Introducing – Inbound Ideation – Internal Innovation Ideation – Creative Process – Outbound Ideation – Open Innovation Ideation Methods – Other Miscellaneous Ideation Methods.

### **UNIT – III**

**(10 Periods)**

Paradigms Of Innovation – The Macro Perspective -Introduction – System Approach to Innovation – Innovation in the Context of Developed Economies – Innovation in the context of Emerging Economies – Context of Innovation – Developed vs. Economies – Comparing India and china's Innovation Mandate in SME Sector and Software Industry – Examining Reverse Innovation and its Application to Corporates –Future Macro Trends in Innovation .

### **UNIT – IV**

**(6 Periods)**

Paradigms Of Innovation – The Macro Perspective -Introduction – Organizational Factors Affecting Innovation at the Firm Level – The Organizational Culture – Forming a Team – Dedicated Innovation Team vs. Operational System – Leadership for Innovation.

### **UNIT – V**

**(8 Periods)**

Intellectual Properties, Innovation And Entrepreneurship -Introducing – Concept of Intellectual Property – Relationship between Intellectual Property, Innovation and Entrepreneurship – Forms of Intellectual Property – Challenges in managing IP in small Firms – Patent Process in India – Challenges to Patent Regime in India.

## **UNIT – VI**

**( 7 Periods)**

The Strategic Context Of Innovation -Introduction – Global Context of Strategic Alliance – Genesis, Signification and Role of Networks in Innovation – Role of Strategic Alliance – Limitations of Strategic Alliances.

### **Reference Books**

1. Azad, R. R. (2000). Technology Transfer & Joint Ventures Abroad. Deep & Deep Publications, India.
2. Tushman, M.L. & Lawrence, P.R. (1997). Managing Strategic Innovation & Change. Oxford University Press, USA, New York.
3. Jones T. (2003). Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.

### **Web link(s)**

1. Institute for Global Innovation Management

## **T5MI1- International Trade and Finance**

**(45 Periods)**

### **Objectives**

1. To gain the conceptual clarity of the theoretical aspects of international trade and finance
2. To incorporate international issues in designing corporate strategies in a fast changing environment.

### **Unit I**

**(5 Periods)**

International Trade – Meaning and Benefits – Basics of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Basics to International Trade

### **Unit II**

**(8 Periods)**

International Bank Landing - off-shore financing – Import - Export Financing - International Liquidity – Currency Appreciation Vs Currency Depreciation

### **Unit III**

**(12 Periods)**

Foreign Exchange Markets – Spot Prices and Forwarded Prices – Factors Influencing Exchange Rates – The Effects of Exchange Rates in Foreign Trade – Tools for Hedging against Exchange Rate Variation – Forward - Future and Currency Option

### **Unit IV**

**(8 Periods)**

Foreign Exchange Management Act Regulations (FEMA)

### **Unit V**

**(8 Periods)**

Special Need for Finance in International Trade Incoterms – Payment of Terms – Letter of Credit – Pre Shipment and Post Shipment Finance – Financing Methods for Import of Capital Goods

### **Unit VI**

**(4 Periods)**

Investment Appraisal in the Multinational Corporation – Country Risk Analysis – Management of Interest Rate Exposure

### **Reference Books**

1. V.K. Bhalla International Financial Management – New Delhi Anmol
2. P.G. Apte “International Financial Management” - Tata Mcgraw Hill
3. Vyuptakesh Sharan “International Financial Management” Prentice Hall of India (P) Ltd.,

### **Web Link(s)**

1. Trade Finance Guide: A Quick Reference for U.S. Exporters", International Trade Administration, U.S. Department of Commerce
2. Federation of International Trade Associations
3. AplonTrade: Free sample tool for trade financing with SWIFT message

## **T5MI2-Legal Dimensions of International Business**

**(45Periods)**

### **Objectives**

The objectives of this paper is to acquaint students with the legal dimensions of international business and enable them to formulate strategies as compatible with laws and treaties governing international business operations.

### **Unit-I**

**(8 periods)**

Legal Framework of International Business - Nature and Complexities - International Conventions and Trade Law - Code and Common Laws and their Implication to Business - International Business Contract - Legal Provisions - Payment Terms - International Sales Agreements - Rights and Duties of Agents and Distributers.

### **Unit-II**

**(8 periods)**

Contract of Enforcement and Dispute Settlement - International Commercial Arbitration and Enforcement of Foreign Awards:

### **Unit III**

**(8 periods)**

Regulatory Frame Work of WTO - Basic Principles and Charter of GATT/WTO - Provisions Relating to preferential Treatment to Developing Countries - Regional Grouping – Subsidies - Technical Standards - Antidumping Duties and other NTBs - Customs Valuation - Dispute Settlement - Implication of WTO to important sector- GATS, TRIP and TRIMs.

### **Unit IV**

**(8 periods)**

Regulations and Treaties relating to Licensing – Franchising - Joint Ventures - Patents and Trade Marks- Technology Transfer and Telecommunications - Restriction on Trade in Endangered Species and other Commodities as based on International Conventions - Taxations Treaties.

### **Unit V**

**(6 periods)**

Regulatory Framework Relating to Electronic Commerce.

### **Unit VI**

**(7periods)**

India Laws and Regulations Governing International Business Transactions- RERA/FEMA, Taxation of Foreign Income - Foreign Investment - Setting up Offices and Branches Abroad - Competition Law - National and International Dimensions - Consumer Law - National and International Dimensions

### **Reference Books**

1. Bansal. A.K., Law of Commercial Arbitration, Universal Law House, Delhi.
2. Chuah.J, International Trade Law: Questions and Answer Series, Cavendish, London.
3. Chuah.J.C.T., Law of International Trade. Sweet and Maxwell. London.
4. Indian Council of Arbitration case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi
5. Jain.R ., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000.
6. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International , London.

### **Web Link(s)**

1. International Competition Network
2. Global Competition Forum
3. Global Competition Policy
4. OECD Competition Home Page

## **T5MB1- Legal Aspects In Banking**

**(45 Periods)**

### **Objectives**

The candidates would be able to acquire knowledge in the legal & regulatory framework of the banking system and the various laws and enactments affecting day to day Banking operations

### **Unit – I**

**(6 periods)**

Regulations and Compliance:- Provisions of RBI Act 1935, Banking Regulation Act 1949  
Banking Companies (Acquisition and transfer of undertakings Act 1970 & 1980)

### **Unit – II**

**(8 Periods)**

Government and RBI's powers - Opening of new banks and branch licensing -Constitution of board of directors and their rights -Banks share holders and their rights -CRR / SLR concepts - Cash / currency management - Winding up - amalgamation and mergers -Powers to control advances - selective credit control - monetary and credit policy - Audit and Inspection -Supervision and control - board for financial supervision - its scope and role - Disclosure of accounts and balance sheets -Submission of returns to RBI etc. -Corporate Governance

### **Unit – III**

**(8 Periods)**

Legal Aspects of Banking Operations - Case laws on responsibility of paying /collecting banker - Indemnities / guarantees - scope and application - obligations of a banker - pre cautions and rights-laws relating to bill finance, LC and Deferred Payments - Laws relating to securities - valuation of securities - modes of charging securities - lien, pledge, mortgage, hypothecation etc - registration of firms/companies - creation of charge and satisfaction of charge.

### **Unit- IV**

**(8 Periods)**

Banking Related Laws - Law of limitation - Provisions of Bankers Book Evidence Act - Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993

(a) TDS, (b) Banking Cash Transaction Tax, (c) Service Tax, (d) Asset Reconstruction Companies

The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 - The Consumer Protection Act, 1986, (b) Banking Ombudsman, (c) Lok Adalats - Lender's Liability Act

### **Unit – V**

**(8 Periods)**

Commercial Laws with reference to Banking Operations -Indian Contract Act, 1872 (Indemnity, Guarantee, Bailment, Pledge and Agency etc) - The Sale of Goods Act, 1930 (Sale and Agreement to Sell, Definitions, Conditions and Warranties - Express and Implied, Right of unpaid Seller etc)

### **Unit- VI**

**(7 Periods)**

The Companies Act, 1956 Definition, Features of Company, Types of Companies, Memorandum, Articles of Association, Doctrines of Ultravires, indoor Management and Constructive Notice, Membership of Company – Acquisition - Cessation, Rights and Duties of members and register of members, Prospects and Directors

**Reference Books**

1. Legal & Regulating aspect of banking-2nd Edition IIBF -MACMILLAN 2. Natarajan and Gordon -Banking Theory Law and Practice -Himalaya publishing House. Mumbai
2. Tanna's Banking -Law & practice India-( volume 1.11 & I I 1 ) -Wadhava & company. Nagpur
3. 4. Banking Law and practice—New Popular Prakashan-Surat (Book in Gujarati language)
4. 5. Indian Banking & currency-New Popular Prakashan-Surat (Book in Gujarati language)

**Weblink(s)**

1. Middle East Banking & Finance News — *ArabianBusiness.com*
2. Banking & Finance News — *BankingInsuranceSecurities.com*

## **T5MB2-- Rural Banking**

**(45 Periods)**

### **Objectives**

1. Aims at providing advanced knowledge necessary for better decision making covering risk, financial and general bank management.
2. To study the rural infrastructure and role of agriculture in the Indian economy.
3. To know the role of different organization in the rural development.
4. To emphasis the problems faced by the rural sector and their solutions

### **Unit – I**

**(8 Periods)**

Rural India : Demographic features; Population, occupation, literacy, socio-economic development indicators, health, nutrition and education, - urban migration - Characteristics of Rural Society; Caste and power structure - rural social stratification, Economic Features; Economic life of rural people, share in National income -Trends in per capita income, rural money markets, rural indebtedness, rural poverty - main causes and methods of measuring rural poverty.

### **Unit – II**

**(8 Periods)**

Rural infrastructure; Transport, Power, Markets and other services - Agriculture Economy; Structure and characteristics of Indian agriculture, Role of agriculture in economic development, agriculture-industry linkages, Resources and technical changes in agriculture, constraints to agriculture development, Emerging issues in Indian Agriculture - Rural Development Policy; Govt. policies and programmes for rural farm and non-farm sectors. Economic reforms and its impact on rural economy- Rural Issues; Development issues, Management Issues, Marketing issues, Pricing issues.

### **Unit – III**

**(8 Periods)**

Financing Rural Development - Regulation of Rural Financial Services; Function and policies of RBI in Rural Banking, NABARD-Main functions, role, refinance support. Lead bank approach, State level and District level Credit committees -Rural Credit Institutions; Co-operative Credit Societies and Banks, Land Development Banks, Regional Rural Banks, Commercial Banks. Role of Information and communication technologies in rural banking- Models, Financial inclusion & inclusive growth for rural development banking, rural insurance micro insurance scheme, concept of Business Facilitators and Business Correspondents in rural financing.

### **Unit – IV**

**(10 Periods)**

Financing agriculture / allied activities; Crop Loans-Assessment, Sanction, Disbursement, rephasement. Term loans for irrigation, Farm mechanization, Godowns / cold-storage facilities etc. Financing allied agriculture activities like Horticulture, Fisheries, Social forestry, etc. Finance against Warehouse / cold storage receipts – Financing Rural Non-Farm Sector (RNFS); Importance of RNFS, Segments in RNFS, Role of Development and Promotional Institutions in RNFS -SME Finance; Definition of SME .Importance to Indian economy. Financing of SME and small enterprise Refinance from SIDBI. Project funding techniques and requirement assessment. Cluster based approach and joint finance with SIDBI.MSMED A c t -2006, CGTMSE, Working capital assessment of SMEs. Risk rating of SME proposals, role of rating agencies and rating methodology. Revival of sick units; revival package and implementation, Stressed assets under rehabilitation. Debt restructuring mechanism for SMEs.

### **Unit – V**

**(6 Periods)**

Priority Sector Financing and Govt. initiatives -Components of priority sector. RBI guidelines. - Government initiatives; Poverty alleviation programmes / Employment programmes / Production oriented programmes-rationale and philosophy, progress and impact, problems and deficiencies. Rural housing and urban housing schemes under priority sector, their refinance, Educational loans

**Unit –VI****(5 Periods)**

Problems and prospects in Rural Banking -Role of rural banking.- Problems of Rural branches of Commercial banks - transaction costs and risk costs. Technology based Financial Inclusion- Emerging trends in rural banking-financing poor as bankable opportunity, Micro Credit, Self Help Groups / NGOs, linkages with banking, latest guidelines of GOI and RBI.

**Reference Books**

1. Ajit Singh, 'Rural Development and Banking in India, Theory and Practice', Deep and Deep Publications, New Delhi 27.
2. Agarwal, H.C., Banking Law and Practice, Swan Publications, Agra -4, 2006.
3. Amarchand, D., 'Research Methods in Commerce', Emerald Publishers, Chennai-2, 1987.
4. Bedbak, H., Institutional financing of Priority sector-An empirical assessment of delay and analysis of attitude of agencies towards loanees, Encyclopedia of Commerce and Management, Edited by Asit K.Ghosh and Prem Kumar, Anmol Publications, New Delhi-2, 1990, Vol.19.
5. Chandrasekhar, K., 'History of Indian Banking', edited by Subrahmanya, S., Trends and progress of Banking in India, Deep and Deep Publications, New Delhi, 1985, p.13

**Web link(s)**

1. [http://www.rbi.org.in/scripts/BS\\_SpeechesView.aspx?Id=820](http://www.rbi.org.in/scripts/BS_SpeechesView.aspx?Id=820)
2. Jump up^ <https://www.nabard.org/English/rrbs.aspx>
3. Jump up^ <http://www.rbi.org.in/scripts/AboutUsDisplay.aspx?pg=RegionalRuralBanks.htm>



### VI Trimester

S.No	Subject code	Title	Total Credits	Internal Marks (Max)	External Marks (Max)	Total Marks (Max)
1	T6N1	Final Project and Viva-Voce	8	100	100	200

#### Note

The Final Project and Viva-Voce is a compulsory real time project paper for all students during their sixth trimester. It is carried out by a student individually on any one of his/her specialization area for the period of 60 days. A student can pursue his/her real time final trimester project either at the placed organization or any of an organization on their choice. A student can avail any stipend extended by the organization during his/her project tenure. The mode of project selection in terms of area/title/topic is done by conducting a pre-project counseling by department faculty as the internal guide. A student has to choose an external guide from an organization where he/she plans to undertake the project. During the period of project, a student has to regularly meet and interact with the guide for minimum three reporting sessions. Based on the approval of internal guide, a student is permitted to submit his/her project rough copy. During the time of every reporting, a student needs to produce reporting form along with the details of project progress along with the due signature from the respective faculty guide. The final rough copy approved by the Department (constituted faculty committee for project evaluation), A student is eligible to submit the final copy of the project (4 copies + 2 soft copies in the form of CD). The submitted final copy of the project is evaluated by both internal and external guide for 100 marks (4 credits) and based on the clearance of valuation, a student is permitted to appear for the comprehensive project viva-voce for 100 marks (4 credits) before the panel comprising external examiner, internal guide and internal experts committee and a student is eligible to claim for his/her degree based on the successful completion of final project and viva-voce.