

**APPENDIX - 23(R)**  
**UNIVERSITY OF MADRAS**  
**DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**  
**CHOICE BASED CREDIT SYSTEM**  
**REVISED REGULATIONS**  
**(w.e.f.2013-2014)**

**(I) FOR FULL - TIME COURSE – (2 YEARS)**

**1.CONDITIONS FOR ADMISSION:**

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto, shall be eligible for admission to MBA Degree Course.

**2. ELIGIBILITY FOR THE AWARD OF DEGREE:**

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than TWO academic years, passed the examinations of all the FOUR Semesters prescribed earning 94 CREDITS and fulfilled such conditions as have been prescribed therefore.

**3. DURATION OF THE COURSE:**

The course for FULL-TIME students shall extend over a period of TWO academic years consisting of FOUR Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters and the THIRD academic year the Fifth & Sixth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

**4. EXAMINATION:**

There shall be four examinations, first semester examination at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly the third and fourth semester examinations will be held at the middle and the end of the second academic year respectively.

## 5. COURSE OF STUDY AND SCHEME OF EXAMINATIONS (FULL TIME)

The total number of subjects of study shall be 27 out of which 13 shall be compulsory subjects and of the remaining 8 will be Electives, 4 will be soft skills and 1 Internship. A

Project Work and a Viva-voce will also be in the Final Semester.

The FULL-TIME candidates shall take 7 subjects in the First semester, 8 subjects in the Second Semester, a summer internship, 7 subjects in the Third Semester and 3 Subjects and the Project Work and the Viva-voce in the Fourth Semester.

### ELECTIVE SUBJECTS:

For any College affiliated to this University which wishes to offer Elective Subjects to their students, a Minimum enrolment in the Elective Subjects shall be SEVEN.

### PROJECT REPORT & VIVA VOCE:

The Project Report must be submitted through the Supervisor and the Head of the Department on or before 15th April FOLLOWING THE THIRD SEMESTER Examination failing which the candidate will be treated as appearing on a second occasion and shall NOT BE ELIGIBLE for First Class and Ranking. The last date for submitting the Project Work for the November Examination shall be 30th November.

### FIRST SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
1.	CORE MBA 1001	PAPER 1	I	5 HRS	4	3	25	75
2.	CORE MBA 1002	PAPER 2	I	5 HRS	4	3	25	75
3.	CORE MBA 1003	PAPER 3	I	5 HRS	4	3	25	75
4.	CORE MBA 1004	PAPER 4	I	5 HRS	4	3	25	75
5.	CORE MBA 1005	PAPER 5	I	5 HRS	4	3	25	75
6.	Elective MBA (Inter Disciplinary ) MBA 1015	PAPER 6	I	3 HRS	3	3	25	75
7.	Soft Skills	PAPER 7	I	2 HRS	2	3	25	75

### SECOND SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
8.	CORE MBA 1006	PAPER 8	II	5 HRS	4	4	25	75
9.	CORE MBA 1007	PAPER 9	II	4 HRS	4	4	25	75
10.	CORE MBA 1008	PAPER 10	II	4 HRS	4	4	25	75
11.	CORE MBA 1009	PAPER 11	II	4 HRS	4	4	25	75
12.	CORE MBA 1010	PAPER 12	II	4 HRS	4	4	25	75
13.	CORE MBA 1011	PAPER 13	II	4 HRS	4	4	25	75
14.	Elective MBA (Interdisciplinary) MBA 1016	PAPER 14	II	3 HRS	3	3	25	75
15.	Soft Skills	PAPER 15	II	2 HRS	2	3	25	75

### THIRD SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
16.	CORE MBA 1012	PAPER16	III	4 HRS	4	3	25	75
17.	CORE MBA 1013	PAPER17	III	4 HRS	4	3	25	75
18.	ELECTIVE MBA	PAPER 18	III	3 HRS	3	3	25	75
19.	ELECTIVE MBA	PAPER19	III	3 HRS	3	3	25	75
20.	ELECTIVE MBA	PAPER 20	III	3 HRS	3	3	25	75
21.	ELECTIVE MBA	PAPER 21	III	3 HRS	3	3	25	75
22.	Soft Skills	PAPER 22	III	2 HRS	2	3	25	75
23.	Internship **		III		2			

**\*\* Internship will be carried out during the summer vacation of the first year and marks should be sent to the University by the College and the same will be included in the Third Semester Marks Statement.**

### FOURTH SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
24.	ELECTIVE MBA	PAPER 23	IV	3 HRS	3	3	25	75
25.	ELECTIVE MBA	PAPER 24	IV	3 HRS	3	3	25	75
26.	CORE MBA 1014 (Project work & Viva- Voce)	PAPER 25	IV		8			200
27.	Soft Skills	PAPER 26	IV	2 HRS	2	3	25	75

*S. No.*                      *Subject Code*                                      *Subject*

#### SEMESTER I

- |    |             |   |
|----|-------------|---|
| 1. | MBA 1001    | Management Principles and Business Ethics     |
| 2. | MBA 1002    | Quantitative and Research Methods in Business |
| 3. | MBA 1003    | Organisational Behaviour                      |
| 4. | MBA 1004    | Accounting for Managers                       |
| 5. | MBA 1005    | Managerial Economics                          |
| 6. | MBA1015     | Innovation and Entrepreneurship               |
| 7. | Soft skills | Soft Skills – 1*                              |

#### SEMESTER II

- |     |             |                             |
|-----|-------------|-----------------------------|
| 8.  | MBA 1006    | Legal Systems in Business   |
| 9.  | MBA 1007    | Applied Operations Research |
| 10. | MBA 1008    | Human Resource Management   |
| 11. | MBA 1009    | Marketing Management        |
| 12. | MBA 1010    | Operations Management       |
| 13. | MBA 1011    | Financial Management        |
| 14. | MBA 1016    | International Business      |
| 15. | Soft Skills | Soft Skills – 2 *           |

**SEMESTER III**

16.	MBA 1012	Strategic Management
17.	MBA 1013	Management Information Systems
18.	MBA	Elective 1*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
19.	MBA	Elective 2*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
20.	MBA	Elective 3*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
21.	MBA	Elective 4*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
22.	Soft skills	Soft Skills – 3*
23.	Internship	INTERNSHIP *

**SEMESTER IV**

24.	MBA	Elective 5*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
25.	MBA	Elective 6*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
26.	MBA 1014	Project Work & Viva-Voce
27.	Soft Skills	Soft Skills – 4*

\* Refer to Soft Skills (PG) Syllabus for soft skills and internship.

\*\*\* Students should choose Six Subjects from the following list in consultation with the Head of the Institution.

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

**ELECTIVE SUBJECTS**

<i>S. No.</i>	<i>Subject Code</i>	<i>Subject</i>
1.	MBA 1017	Marketing Research and Consumer Behaviour
2.	MBA 1018	Corporate Finance
3.	MBA 1019	Advertising Management and Sales Promotion
4.	MBA 1020	Sales and Distribution Management
5.	MBA 1021	Security Analysis and Portfolio Management
6.	MBA 1022	Tax Management
7.	MBA 1023	Brand Management
8.	MBA 1024	Industrial Marketing
9.	MBA 1025	Database Management Systems
10.	MBA 1026	Services Marketing
11.	MBA 1027	System Analysis and Design
12.	MBA 1028	Decision Support System

13.	MBA 1029	E-Business
14.	MBA 1030	Merchant Banking and Financial Services
15.	MBA 1031	Human Resources Development
16.	MBA 1032	Customer Relationship Management
17.	MBA 1033	Performance Management
18.	MBA 1034	Organisational Development
19.	MBA 1035	Retail Marketing
20.	MBA 1036	Rural Marketing
21.	MBA 1037	Derivatives Management
22.	MBA 1038	Banking and Insurance
23.	MBA 1039	Industrial and Labour Relations
24.	MBA 1040	International Marketing
25.	MBA 1041	Supply Chain Management
26.	MBA 1042	Quality Management

## **6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER:**

- i. Candidates shall register their names for the First Semester Examination after the admission in PG Courses.
- ii. Candidates shall be permitted to proceed from, the First Semester upto Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects.
- iii. Candidates shall be eligible to go to subsequent Semester, only if they earn, sufficient attendance as prescribed by the Syndicate from time to time provided in case of candidate earning less than 50% of attendance in any one of the Semesters due to any extraordinary circumstance such as medical grounds. Such candidates, who shall produce Medical Certificate issued by the

Authorized Medical Attendant (AMA), duly certified by the Principal of the College, shall be permitted to proceed to the next semester and to complete the course of study. Such

candidate shall have to repeat the missed semester by rejoining after completion of final semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

#### **7. PASSING MINIMUM:**

- (l) A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.
- (ii) (a) A candidate shall be declared to have passed Project Work and Viva-Voce respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.
  - (b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.
  - (c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.
- (iii) A Candidate who successfully completes the course and passes the examinations of all the FOUR Semesters prescribed as per Scheme of Examinations earning 94 CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 4 YEARS from the date of initially joining the course in the case of a FULL-TIME candidates.

#### **8. CLASSIFICATION OF SUCCESSFUL CANDIDATES:**

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within TWO YEARS after their admission in the case of FULL-TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with Distinction provided they pass all the examinations prescribed for the course at the First

appearance/instance. All other successful candidates shall be declared to have passed the examination in the Second Class.

## 9. GRADING SYSTEM

The following table gives the marks, grade points, letter grades and classification to indicate the performance of the candidate.

### Conversion of Marks to Grade Points and Letter Grade (Performance in a Paper /Course)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

$C_i$  = Credits earned for course  $i$  in any semester.

$G_i$  = Grade Point obtained for course  $i$  in any semester.

$n$  refers to the semester in which such courses were credited.

### For a Semester :

$$\text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

$$\text{GPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$



**For the entire programme:**

$$\text{CUMULATIVE GRADE POINT AVERAGE [CGPA]} = \frac{\sum n \sum_i C_{ni} G_{ni}}{\sum n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses of the entire programme}}$$

CGPA	GRADE	CLASSIFICATION OF FINAL RESULT
9.5-10.0	O+	First Class - Exemplary *
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction *
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
0.0 and above but below 5.0	U	Re-appear

\* The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme ( Core, Elective, Non-major Electives and Extra-Disciplinary courses alone) are eligible.

**10. RANKING:**

Candidates who pass all the examinations prescribed for the Course in the **FIRST APPEARANCE ITSELF ALONE** are eligible for Ranking/Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under **REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER** are only eligible for Classification.

**11. QUESTION PAPER PATTERN**

Total Marks for each subject 100 Marks

University Exam 75 Marks

Internal Assessment 25 Marks

**Duration: 3 Hours Max. Marks: 75**

Part A - 10 out of 12 questions (10X 1 = 10)

Part B – 5 out of 7 questions (5 X 5 = 25)

Part C 1 question (Case Study or Problem) is Compulsory

3 out of remaining 4 questions (4 X 10= 40)

**12. APPEARANCE FOR IMPROVEMENT:**

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practical, Project, Viva-voce, Field work.

**13. TRANSITORY PROVISION:**

Candidates who have undergone the course of study prior to the academic year 2013-2014 will be permitted to appear for the examinations under those Regulations for a period of three years i.e. up to and inclusive of April/May 2017 Examination only under the Regulations then in force.

## **UNIVERSITY OF MADRAS**

### **DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**(M. B.A.)**

#### **(II) REGULATIONS FOR PART-TIME COURSE - (3-YEARS)**

**(Effective from the Academic Year 2013-2014 and thereafter)**

#### **1. CONDITIONS FOR ADMISSION:**

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto. The provision of sponsoring candidates by the concerned Organization be dispensed with. The minimum of Two Years Work Experience at Executive/Supervisory Level is essential after passing the qualifying examinations for admission to M.B.A. Part-time Degree Course.

#### **2. ELIGIBILITY FOR THE AWARD OF DEGREE:**

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than THREE academic years, passed the examinations of all the SIX Semesters prescribed earning 94 CREDITS and fulfilled such conditions as have been prescribed therefore.

#### **3. DURATION OF THE COURSE:**

The Part-time Master's Degree Courses shall be conducted as EVENING COURSES.

#### **4. EXAMINATION:**

The course for PART-TIME students shall extend over a period of THREE academic years consisting of SIX Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters and the THIRD academic year the Fifth & Sixth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

## 5. COURSE OF STUDY AND SCHEME OF EXAMINATION

The total number of subjects of study shall be 27 out of which 14 shall be compulsory subjects including project work and Viva- Voce, 8 shall be electives including 2 interdisciplinary electives, 4 soft skills courses and an Internship .

The PART-TIME candidates shall take 4 Core subjects in the First Semester, 3 Core subjects and 1 elective (Interdisciplinary) in the Second and Third Semesters, 3 Core subjects and 1 Elective subject in the Fourth Semester and 4 Elective Subjects in the Fifth Semester and 1 Elective subject in the Sixth Semester in addition to Project Work and the Viva-voce.

The candidates shall also take 1 soft skills course in the First, Second, Third and Fourth Semester .They will also undertake and internship at the end of the Fourth Semester.

### ELECTIVE SUBJECTS:

For any College affiliated to this University which wishes to offer Elective Subjects to their students, a minimum enrolment in the Elective Subjects shall be SEVEN.

### Scheme of examinations (Part Time)

#### FIRST SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
1.	CORE MBA 1001	PAPER 1	I	4 HRS	4	3	25	75
2.	CORE MBA 1002	PAPER 2	I	4 HRS	4	3	25	75
3.	CORE MBA 1003	PAPER 3	I	4 HRS	4	3	25	75
4.	CORE MBA 1004	PAPER 4	I	4 HRS	4	3	25	75
5.	SOFT SKILLS	PAPER 5	1	2HRS	2	3	25	75

**SECOND SEMESTER**

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
6.	CORE MBA 1005	PAPER 6	II	4 HRS	4	3	25	75
7.	CORE MBA 1006	PAPER 7	II	4 HRS	4	3	25	75
8.	CORE MBA 1007	PAPER 8	II	4 HRS	4	3	25	75
9.	Elective MBA (Interdisciplinary)	PAPER 9	II	3HRS	3	3	25	75
10.	SOFT SKILLS	PAPER 10	II	2HRS	2	3	25	75

**THIRD SEMESTER**

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
11.	CORE MBA 1008	PAPER 11	III	4 HRS	4	3	25	75
12.	CORE MBA 1009	PAPER 12	III	4 HRS	4	3	25	75
13.	CORE MBA 1010	PAPER 13	III	4 HRS	4	3	25	75
14.	Elective MBA (Interdisciplinary)	PAPER 14	III	3HRS	3	3	25	75
15.	Soft Skills	PAPER 15	III	2HRS	2	3	25	75

### FOURTH SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
16.	CORE MBA 1011	PAPER 16	IV	4 HRS	4	3	25	75
17.	CORE MBA 1012	PAPER 17	IV	4 HRS	4	3	25	75
18.	CORE MBA 1013	PAPER 18	IV	4 HRS	4	3	25	75
19.	ELECTIVE MBA	PAPER 19	IV	3 HRS	3	3	25	75
20.	Soft Skills	PAPER 20	IV	2 HRS	2	3	25	75

### FIFTH SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
21.	ELECTIVE MBA	PAPER 21	V	3 HRS	3	3	25	75
22.	ELECTIVE MBA	PAPER 22	V	3 HRS	3	3	25	75
23.	ELECTIVE MBA	PAPER 23	V	3 HRS	3	3	25	75
24.	ELECTIVE MBA	PAPER 24	V	3 HRS	3	3	25	75
25.	Internship **	PAPER 25	V					100

**\*\* Internship will be carried out during the summer vacation of the Second year and marks should be sent to the University by the College and the same will be included in the Fifth Semester Marks Statement.**

**SIXTH SEMESTER**

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
26.	ELECTIVE MBA	PAPER 26	V	3 HRS	3	3	25	75
27.	CORE MBA 1014 (PROJECT – VIVA VOCE)	PAPER 27	VI		8		---	200

**SUBJECTS OF STUDY**

*S. No.*                      *Subject Code*

*Subject*

**SEMESTER I**

- |    |             |   |
|----|-------------|---|
| 1. | MBA 1001    | Management Principles and Business Ethics     |
| 2. | MBA 1002    | Quantitative and Research Methods in Business |
| 3. | MBA 1003    | Organisational Behaviour                      |
| 4. | MBA 1004    | Accounting for Managers                       |
| 5. | Soft skills | Soft Skills – 1*                              |

**SEMESTER II**

- |     |             |                                 |
|-----|-------------|---------------------------------|
| 6.  | MBA 1005    | Managerial Economics            |
| 7.  | MBA 1006    | Legal Systems in Business       |
| 8.  | MBA 1007    | Applied Operations Research     |
| 9.  | MBA1015     | Innovation and Entrepreneurship |
| 10. | Soft Skills | Soft Skills – 2*                |

**SEMESTER III**

- |     |             |                            |
|-----|-------------|----------------------------|
| 11. | MBA 1008    | Human Resources Management |
| 12. | MBA 1009    | Marketing Management       |
| 13. | MBA 1010    | Operations Management      |
| 14. | MBA 1016    | International Business     |
| 15. | Soft skills | Soft Skills – 3*           |

**SEMESTER IV**

16.	MBA 1011	Financial Management
17.	MBA 1012	Strategic Management
18.	MBA 1013	Management Information Systems
19.	MBA	Elective 1***
20.	Internship	INTERNSHIP*
21.	Soft Skills	Soft Skills – 4*

**SEMESTER V**

22.	MBA	Elective 2***
23.	MBA	Elective 3***
24.	MBA	Elective 4***
25.	MBA	Elective 5***

**SEMESTER VI**

26.	MBA	Elective 6***
27.	MBA 1014	Project Work & Viva-Voce

\* Refer to Soft Skills (PG) Syllabus for soft skills and internship.

\*\*\* Students should choose SIX Subjects from the following list in consultation with the Head of the Institution.

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

**ELECTIVE SUBJECTS**

<i>S. No.</i>	<i>Subject Code</i>	<i>Subject</i>
1.	MBA 1017	Marketing Research and Consumer Behaviour
2.	MBA 1018	Corporate Finance
3.	MBA 1019	Advertising Management and Sales Promotion
4.	MBA 1020	Sales and Distribution Management
5.	MBA 1021	Security Analysis and Portfolio Management
6.	MBA 1022	Tax Management



7.	MBA 1023	Brand Management
8.	MBA 1024	Industrial Marketing
9.	MBA 1025	Database Management Systems
10.	MBA 1026	Services Marketing
11.	MBA 1027	System Analysis and Design
12.	MBA 1028	Decision Support System
13.	MBA 1029	E-Business
14.	MBA 1030	Merchant Banking and Financial Services
15.	MBA 1031	Human Resources Development
16.	MBA 1032	Customer Relationship Management
17.	MBA 1033	Performance Management
18.	MBA 1034	Organisational Development
19.	MBA 1035	Retail Marketing
20.	MBA 1036	Rural Marketing
21.	MBA 1037	Derivatives Management
22.	MBA 1038	Banking and Insurance
23.	MBA 1039	Industrial and Labour Relations
24.	MBA 1040	International Marketing
25.	MBA 1041	Supply Chain Management
26.	MBA 1042	Quality Management

## **6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER:**

- i. Candidates shall register their names for the First Semester Examination after the admission in PG Courses.
- ii. Candidates shall be permitted to proceed from, the First Semester upto Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects
- iii. Candidates shall be eligible to go to subsequent Semester, only if they earn, sufficient attendance as prescribed by the Syndicate from time to time provided in case of candidate earning less than 50% of attendance in any one of the Semesters due to any extraordinary circumstance such as medical grounds. Such candidates, who shall produce Medical Certificate issued by the Authorized Medical Attendant (AMA), duly certified by the Principal of the College, shall be permitted to proceed to the next semester and to complete the course of study. Such candidate shall have to repeat the missed semester by rejoining after

completion of final semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

## **7. PASSING MINIMUM:**

- (i) A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.
- (ii)
  - (a) A candidate shall be declared to have passed Project Work and Viva-Voce respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.
  - (b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.
  - (c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.
- (iii) A Candidate who successfully completes the course and passes the examinations of all the SIX Semesters prescribed as per Scheme of Examinations earning 94 CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 5 YEARS from the date of initially joining the course in the case of a PART-TIME candidates.

## **8. CLASSIFICATION OF SUCCESSFUL CANDIDATES:**

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within THREE YEARS after their admission in the case of PART - TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with

Distinction provided they pass all the examinations prescribed for the course at the First appearance/instance. All other successful candidates shall be declared to have passed the examination in the Second Class.

## 9. GRADING SYSTEM

The following table gives the marks, grade points, letter grades and classification to indicate the performance of the candidate.

### Conversion of Marks to Grade Points and Letter Grade (Performance in a Paper /Course)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

$C_i$  = Credits earned for course  $i$  in any semester.

$G_i$  = Grade Point obtained for course  $i$  in any semester.

$n$  refers to the semester in which such courses were credited.

### For a Semester :

$$\text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

$$\text{GPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

**For the entire programme:**

$$\text{CUMULATIVE GRADE POINT AVERAGE [CGPA]} = \frac{\sum n \sum_i C_{ni} G_{ni}}{\sum n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses of the entire programme}}$$

CGPA	GRADE	CLASSIFICATION OF FINAL RESULT
9.5-10.0	O+	First Class - Exemplary *
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction *
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
0.0 and above but below 5.0	U	Re-appear

\* The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme (Core, Elective, Non-major Electives and Extra-Disciplinary courses alone) are eligible.

**10. RANKING:**

Candidates who pass all the examinations prescribed for the Course in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking/Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER are only eligible for Classification.

## 11. QUESTION PAPER PATTERN

Total Marks for each subject 100 Marks

University Exam 75 Marks

Internal Assessment 25 Marks

**Duration: 3 Hours Max. Marks: 75**

Part A - 10 out of 12 questions (10X 1 = 10)

Part B – 5 out of 7 questions (5 X 5 = 25)

Part C 1 questions (Case Study or Problems) each Compulsory.

3 out of remaining 4 questions (4 X 10= 40)

## 12. APPEARANCE FOR IMPROVEMENT:

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practical, Project, Viva-voce, Field work.

## 13. TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2013-2014 will be permitted to appear for the examinations under those Regulations for a period of three years i.e. up to and inclusive of April/May 2017 Examination only under the Regulations then in force

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**APPENDIX - 23(s)**  
**UNIVERSITY OF MADRAS**  
**DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**  
**CHOICE BASED CREDIT SYSTEM**  
**SYLLABUS**  
**(w.e.f.2013-2014)**

**MBA 1001 MANAGEMENT PRINCIPLES AND BUSINESS ETHICS**

**UNIT - I**

Introduction: Nature of Management – The Evolution of Management Thought – Tasks of a Professional Manager – Manager and Environment – Systems Approach to Management – Levels in Management

**UNIT - II**

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Decision Making Process and Techniques.

**UNIT – III**

Nature of Organizing: Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span.

**UNIT – IV**

Co-ordination: Need for Co-ordination – Techniques of Securing Co-ordination.  
Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE)

**UNIT – V**

Business Ethics: Importance of Business Ethics – Corporate Social Responsibility - Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Environmental Ethics – Sustainable Business Practices.

## Reference Books

1. Certo, S C. and Certo, T, Modern Management, 12<sup>th</sup> Edition, Prentice Hall, January 2011.
2. DeGeorge, R., Business Ethics, 7<sup>th</sup> Edition, Pearson, 2011.
3. Govindarajan M., and Natarajan S., Principles of Management, PHI Learning Pvt. Ltd., 2009.
4. Griffin, R. W., Management, 11<sup>th</sup> Edition, South-Western College Publication, January 2012.
5. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8<sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2009.
6. Mukherjee, K., Principles of Management, 2<sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
7. Robbins, S and Coulter, M, 11<sup>th</sup> Edition, Management, Prentice Hall, January 2011.
8. Schmerhorn, J.R., Management, 11<sup>th</sup> Edition, Wiley, July 2012
9. Schmitz, D. and Willott, E., Environmental Ethics, Oxford University Press, 2011.

## MBA 1002 QUANTITATIVE AND RESEARCH METHODS IN BUSINESS

### UNIT - I

Probability: Rules of Probability, Binomial, Poisson and Normal Distribution – their Applications in Business and Industrial Problems – Baye’s theorem and its Applications

Decision Making under Risk and Uncertainty: Minimax, Maximin and Regret criteria – Hurwitz and Laplace criteria in Business Decision Making – Decision tree

### UNIT – II

Calculus: Application of Differentiation and Integration, Maxima, Minima, Average Cost, Total Cost, Marginal Revenue, Average Revenue, Total Revenue – Consumer Surplus and Producer Surplus

### UNIT III

Research Methods: Research Meaning, Scope and Objectives – Types of Research and Research Design – Methods of Data Collection - Questionnaire Design, Interview, Scheduling – Scaling Techniques – Nominal, Ordinal, Ratio, Interval -Sampling Techniques and Sample Size Determination for Survey Research  
Formulation of hypothesis – Hypothesis Testing

### UNIT IV

Data analysis - Editing and Coding of Data- Central Tendencies: Mean, Median Mode, Dispersion – Standard Deviation, Mean Deviation, Range, Coefficient of

Range, Coefficient of Variation – Application in Business Situations.

Univariate and Bivariate Analysis- Chi-Square test – Correlation and Regression analysis – Single and Two Factor Analysis of Variance- Application of Statistical Tests – Parametric and non-parametric and interpretation of test results.

## UNIT V

Multivariate analysis: Elementary Concepts of factor analysis, Multiple regression analysis, Discriminant analysis, Cluster analysis and Conjoint analysis in marketing problems – Statistical packages.

Research in business: Conducting investigation – Report writing – Academic and Business research reports – research format.

## Reference Books

1. Black, K., Business Statistics for Contemporary Decision Making, 5<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2009.
2. Bryman, A and Bell, E., Business Research Methods, Oxford University Press, 3<sup>rd</sup> Edition, 2011.
3. Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11<sup>th</sup> Edition, Tata-McGraw Hill, 2012.
4. Hair, J., Black, B., and Babin, B., Multivariate Data Analysis, 6<sup>th</sup> Edition, Pearson, 2007.
5. Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, 6<sup>th</sup> Edition, PHI Learning Pvt. Ltd., 2012.
6. Kothari, C.R., Research Methodology: Methods and Techniques, 2<sup>nd</sup> Revised Edition, New Age International, 2004.
7. Kumar, R., Research Methodology: a Step-by-Step guide for Beginners, Sage South Asia, 2011.
8. Levin, R. I. and Rubin, D.S., Statistics for Management, 7<sup>th</sup> Edition, Pearson, 2011.
9. Srivastava, T.N. and Rego, S., Statistics for Management, 2<sup>nd</sup> Edition, Tata McGraw Hill, 2012.

## MBA 1003

## ORGANISATIONAL BEHAVIOUR

### UNIT - I

Introduction to Organisational Behaviour: Historical background of OB - Relevance of OB to management functions – Contributing disciplines - Challenges

Personality: Determinants – Assessment – Trait Theories – Psychoanalytical social learning – Personality-Job fit.

Perception: Process – Distortions – Factors influencing perception



**UNIT - II**

Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications.

Emotions and Emotional Intelligence

Attitudes and Values: Attitude-Behaviour Relationship – Sources of Attitude – Work related Attitudes.

Motivation: Early Theories and Contemporary theories - Motivation at work - Designing Motivating Jobs

**UNIT - III**

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making - Intergroup relations.

Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication

**UNIT - IV**

Leadership – Trait, Behavioural and Contingency theories

Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process

**UNIT – V**

Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress.

Organisational Culture and Climate: Concept – Creating and Sustaining Culture – Types of Organisational Culture

Organisational Change and Development: . Managing Planned Change – Basic Organisational Development Model, OD Interventions, Organisational Learning.

**ReferenceBooks**

1. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9<sup>th</sup> Edition, PHI Learning, 2008.
2. Khanka, S.S., Organisational Behaviour, 4<sup>th</sup> Edition, S. Chand, 2010.
3. Luthans, F. Organizational Behavior, 12<sup>th</sup> Edition, Tata McGraw Hill Education, 2011.

4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Newstrom, J.W., Organizational Behavior, 12<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
6. Robbins, S.P., Judge, T. and Vohra, Organizational Behavior, 14<sup>th</sup> Edition, Pearson, 2011.
7. Sharma, S., Organisational Behaviour, Tata McGraw-Hill Education, 2012.

## **MBA 1004                      ACCOUNTING FOR MANAGERS**

### **UNIT - I**

#### Introduction

Management Accounting – Meaning and purpose

Financial Accounting: Accounting Principles – Preparation of Journal, Ledger and Trial Balance - Preparation of Income statement and Balance Sheet – Interpretation and Use of these Statements by Management.

### **UNIT – II**

Ratio Analysis: Uses and Limitations – Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio.

Fund flow Statement – Statement of Changes in Working Capital – Computation of Fund from Operations – Working for Computation of various sources and uses – Preparation of Fund Flow Statement - Cash Flow Statement Analysis – Distinction between Fund Flow and Cash Flow Statement.

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### **UNIT - III**

Capital Expenditure Evaluation – Capital Budgeting concept – Methods – Limitations – Capital Expenditure control.

Budgetary Control – Nature and Objective of Budgetary Control – Limitations.

### **UNIT – IV**

Cost Accounting – Elements of cost – Cost of goods manufactured – Pricing of elements – Basis of allocation – Standard costing and variance analysis – Job and process costing.

### **UNIT - V**

Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs Absorption costing. Target Costing and ABC Costing

Reporting to Management – Uses of Accounting information in Managerial decision-

making.

### **ReferenceBooks**

1. Atkinson, A., Kaplan, R.S., Young, M., Matsumura, E.M., and Arunkumar G., Management Accounting, Pearson, 2009.
2. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4<sup>th</sup> Edition, Pearson, 2012.
3. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14<sup>th</sup> Edition, Pearson, 2008.
4. Khan, M.Y. and Jain, P.K., Management Accounting: Text , Problems and Cases, 5<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2<sup>nd</sup> Edition, Taxmann Allied Services Pvt. Ltd, 2011.

## **MBA 1005                      MANAGERIAL ECONOMICS**

### **UNIT - I**

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equimarginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle.

### **UNIT – II**

Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis.

### **UNIT - III**

The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions – Cost Concepts.

Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.

### **UNIT - IV**

National Income – Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Fiscal Policy – Indian Fiscal Policy

**UNIT – V**

Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Role of Economic Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact.

**ReferenceBooks**

1. Damodaran, S., Managerial Economics, 2<sup>nd</sup> Edition, Oxford University Press, 2011.
2. Dean, J., Managerial Economics, PHI Learning Pvt. Ltd., 2009.
3. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
4. Froeb, L.M., McCann, B.T., Managerial Economics: A Problem Solving Approach, South Western, 2008.
5. Hirschey, M., Managerial Economics: An Integrative Approach, South Western, 2010.
6. Keat, P.G., Young, P. and Banerjee, S., Managerial Economics: Economics Tools for Today's Decision Makers, 6<sup>th</sup> Edition, Pearson, 2010.
7. Salvatore, D. and Srivastava, R., Managerial Economics: Principles and Worldwide Applications, 7<sup>th</sup> Edition, Oxford University Press, 2012.
8. Thomas, C.R., Maurice, C. and Sarkar, S., Managerial Economics, 9<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

**MBA1015****INNOVATION AND ENTREPRENEURSHIP****UNIT I**

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

**UNIT II**

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

**UNIT III**

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

**UNIT IV**

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

**UNIT V**

Financing the New Venture:Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

**Reference Books**

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3<sup>rd</sup> Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2<sup>nd</sup> Edition, John Wiley & Sons, 2011.
3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Drucker, P., Innovation and Entrepreneurship, 4<sup>th</sup> Edition, Harper Collins, 2006.
5. Hirsch, R.D., Peters, M. and Shepherd, D., Entrepreneurship, 6<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2006.
6. Kaplan, J.M., Patterns of Entrepreneurship, Wiley, 2007.
7. Morris, M., and Kuratko, D., Entrepreneurship and Innovation in Corporations, Cengage Learning, 2008.
8. Morse, E., and Mitchell, R., Cases in Entrepreneurship: The Venture Creation Process, Sage South Asia, 2008.
9. Nagendra and Manjunath, V.S., Entrepreneurship and Management, Pearson, 2010.
10. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
11. Roy, R., Entrepreneurship, 2<sup>nd</sup> Edition, Oxford University Press, 2011.

12. Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6<sup>th</sup> Edition, Cengage Learning, 2010.
13. Zimmerer, T.W., Wilson, D. and Scarborough, N.M., Essentials of Entrepreneurship and Small Business Management, Prentice-Hall, 5<sup>th</sup> Edition, 2009.

## **MBA 1006**

## **LEGAL SYSTEMS IN BUSINESS**

### **UNIT – I**

The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.

### **UNIT –II**

Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics

### **UNIT –III**

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.

Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.

**UNIT -IV**

Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Workmen's Compensation Act, Payment of Bonus Act.

**UNIT – V**

ESI Act, CPF ACT 1952, Employees Family Pension Scheme, 1971, Payment of Gratuity Act 1972.

Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000.

**Reference Books**

1. Ahuja, V. K., Laws Relating to Intellectual Property Rights, LexisNexis India, 2007.
2. Gogna, P.P.S., A Textbook of Company Law, 5<sup>th</sup> Edition, S.Chand, 2010.
3. Gurusamy, S., Banking Law and practice, 2<sup>nd</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
4. Intellectual Property Laws, Universal Law Publishing, 2012.
5. Kapoor, N.D., Elements of Mercantile Law, Sultan Chand and Sons, 2006.
6. Majumdar, A. K. and Kapoor, G.K., Company Law, 15<sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.
7. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17<sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.
8. Mishra, S., Banking Law and Practice, S.Chand Publishers, 2012.
9. Rao, P.M., Mercantile Law, PHI Learning, 2011.
10. Stim, R., Intellectual Property Rights, Cengage Learning, 2008.
11. Tannan, M.L., Tannan's Banking Law and Practice in India, 23<sup>rd</sup> Edition, Lexis-Nexis India, 2010.
12. Tulsian, Mercantile Law, Tata McGraw-Hill Education Pvt. Ltd., 2007
13. Wadehra, Laws Relating to Intellectual Property, 5<sup>th</sup> Edition, Universal Law Publishing, 2012.

**MBA 1007****APPLIED OPERATIONS RESEARCH****UNIT – I**

Introduction: Origin and Development of Operations Research (OR) – Applications of OR – Concept, Methodology and Scope of Operations Research

Linear Programming: Formulation of a Linear Programming Problem – Graphical Method – Simplex Method – Big M Method – Duality – Application in Management.

**UNIT – II**

Transportation Problem: North West Corner Solution – Least Cost Method – Vogel’s Approximation Method (VAM) – MODI Method for Optimal Solution.

Assignment Problem: Hungarian Method of Optimal Assignment

**UNIT – III**

PERT / CPM: Network Scheduling by PERT / CPM – Network and Basic Components – Rules of Network Construction – CPM Analysis – PERT – Distinction between PERT and CPM.

**UNIT – IV**

Queuing Theory: Techniques - Single Server Models

Sequencing: Sequencing of ‘n’ jobs and 2 machines – ‘n’ jobs and 3 machines

**UNIT – V**

Game Theory: Games and Strategies – Pure and Mixed Game - Principle of Dominance

Replacement Theory: Replacement of items that deteriorate gradually – replacement of items that fails suddenly – Individual Replacement vs. Group Replacement.

**Reference Books**

1. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 13<sup>th</sup> Edition, South Western, 2012.
2. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2012.
3. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 9<sup>th</sup> Edition, Tata McGraw-Hill Publishing Co. Ltd., 2011.
4. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2<sup>nd</sup> Edition, PHI Learning Pvt. Ltd., 2012.
5. Panneerselvam, Operations Research, 2<sup>nd</sup> Edition, PHI Learning Pvt. Ltd., 2009.
6. Sharma, J. K., Operations Research: Problems and Solutions, MacMillan India Ltd., 4th Edition, 2009.
7. Taha, H.A., Operations Research: An Introduction, 8<sup>th</sup> Edition, Pearson, 2011.
8. Vohra, N.D., Quantitative Techniques in Management, 4<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2010.



## **MBA 1008 HUMAN RESOURCE MANAGEMENT**

### **UNIT - I**

Introduction of Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personnel Management in India.

Human Resource Policies: Need, type and scope – Advantage for a written policy - Human Resources policies and work Culture.

### **UNIT – II**

Human Resource Planning:

Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description and Job Specification.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs.

Functions of Human Resources Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of Services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

### **UNIT - III**

Performance Evaluation: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Job evaluation, Criteria for Promotions and job enrichment.

### **UNIT - IV**

Rewards Management: Wage and Salary Administration: Meanings, Calculation of Wage, Salary, Perquisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria.

### **UNIT - V**

HR Audit: Nature and Scope – Approaches to HR Audit

Management of Differences: Grievance Handling – Discipline and Domestic Enquiry – Handling of Sexual Harassment in the Work Place – Introduction to Industrial Relations – Current Trends and Issues in HRM and Case Studies.

### **Reference Books**

1. Ashwathappa, K., Human Resource Management, 6<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

2. DeCenzo, D.A. and Robbins, S.P., Human Resource Management, 10<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2011.
3. Dessler, G., Human Resource Management, 12<sup>th</sup> Edition, Pearson, 2011.
4. Ivancevich, J.M., Human Resource Management, 10<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
5. Mamoria, C.B. and Gaonkar, S.V., Personnel Management, Himalaya Publishing House, 2011.
6. Mathis, R.L., Jackson, J. and Johnson, R., Human Resource Management, 10<sup>th</sup> Edition, South Western, 2010.
7. Noe, R.A., Hollenbeck, Gerhart and Wright, Fundamentals of Human Resource Management, 3<sup>rd</sup> Edition, McGrawHill Education Ltd., 2012.
8. Rao, V.S.P., Human Resource Management, 3<sup>rd</sup> Edition, Excel Books, 2010.
9. Vance, C.M. and Paik, Y., Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI Learning, 2009.

## **MBA 1009**

## **MARKETING MANAGEMENT**

### **UNIT - I**

Introduction: Marketing Management Philosophies – What is marketing – The concepts of marketing.- E-Marketing – Social Media Marketing

### **UNIT - II**

Strategic Planning – Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, Developing Marketing Mix

Analysis of Macro and Micro environment

Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques

### **UNIT - III**

Buyer behaviour: Factors Influencing Consumer Behaviour – Buying Situation – Buying Decision Process – Industrial Buyer Behaviour.

Market Segmentation: Targeting and Positioning - Competitive Marketing Strategies.

### **UNIT - IV**

Product Policies – Consumer and Industrial Product Decisions, Branding, Packaging and Labeling – New Product Development and Product life Cycle Strategies.

Pricing – Pricing strategies and approaches.

**UNIT - V**

Promotion Decisions: Promotion Mix - Advertising – Sales Promotion - Sales Force decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems

Consumer Protection – Awareness of Consumer Rights in the Market Place.

**Reference Books**

1. Balakrishna, S., Case Studies in Marketing, Pearson, 2011.
2. KotlerP., and Keller, K.L., Marketing Management, 14<sup>th</sup> Edition, Pearson Education,2011.
3. Kotler, P., Agnihotri, P.S. and Haque, E.U., Principles of Marketing: A South Asian Perspective, 13<sup>th</sup> Edition, Pearson, 2010.
4. Mullins, Marketing Management: A Strategic Decision Making Approach, 7<sup>th</sup> Edition, McGraw-Hill, 2010.
5. Pillai, R.S.N. and Bhagavathy, Marketing Management, S.Chand Publishing, 2010.
6. Ramaswamy, V.R., Marketing Management: Global Perspective Indian Context, 4<sup>th</sup> Edition, Macmillan India Pvt. Ltd., 2009
7. Kumar,R.S., Case Studies in Marketing Management, Pearson, 2012.
8. Saxena, R., Marketing Management, 4<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd, 2010.
9. Srinivasan, R., Case Studies in Marketing: Indian Context, 5<sup>th</sup> Edition, PHI Learning, 2012.
10. Winer, R.S., Marketing Management, 3<sup>rd</sup> Edition, Pearson, 2007.

**MBA1010****OPERATIONS MANAGEMENT****UNIT - I**

Introduction: Nature and Scope of Operations Management

Production design & Process planning: Plant Capacity - Capacity Planning – Make or Buy Decisions – Use of Crossover Chart for Selection Processes.

Plant location: Factors to be considered in Plant Location – Choice of General Region, Particular Community and Site – Multiple Plant Location Decision – Plant Location Trends.

**UNIT – II**

Layout of Manufacturing facilities: Principles of a Good Layout – Layout Factors – Basic Types of Layout – Service Facilities – Principles of Materials Handling –

Materials Handling Equipment.

Human Factors in Job-Design: Consideration of Man and Machine in Job-Design, Adaptation of Machine to Man – Ergonomics – Working Environment – Worker Safety.

### **UNIT – III**

Production and Inventory Control: Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock - ABC classification – Procedure for Stock Control, Materials Requirement Planning (MRP). JIT.

Implications for Supply Chain Management.

Maintenance: Preventive vs. Breakdown Maintenance – Break-down Time Distribution – Maintenance of Cost Balance – Procedure for Maintenance.

### **UNIT – IV**

Methods Analysis and Work Measurement: Methods Study Procedures – The Purpose of Time Study – Stop Watch Time Study – Performance Rating – Allowance Factors – Standard Time – Work Sampling Technique.

Quality Control: Purposes of Inspection and Quality Control – Acceptance Sampling by Variables and Attributes – Control Charts for Variables, Fraction Defectives and Defects.

Dynamic Purchasing: Purchasing Function – Selection of Materials and Vendors – Purchasing Organisation – Concept of Value Analysis.

### **UNIT - V**

Service Operations Management: Introduction – Types of Service – Service Encounter - Service Facility Location – Service Facility Design and Layout - Service Operations Planning and Control - Resource Utilization - Managing Waiting Lines – Service Processes and Service Delivery.

### **ReferenceBooks**

1. Arnold, T., Chapman, S.N. and Clive, L.M., Introduction to Materials Management, 6<sup>th</sup> Edition, Pearson, 2009.
2. Buffa, E.S. and Sarin, R., Modern Productions / Operations Management, 8<sup>th</sup> Edition, Wiley, 2007.
3. Chary, S.N., Production and Operations Management, 5<sup>th</sup> Edition, Tata McGraw-Hill, 2012.
4. Fitzsimmons, J.A. and Fitzsimmons, M., Service Management, 5<sup>th</sup> Edition, Tata Mc-GrawHill Education, 2006.

5. Gore, A. and Panizzolo, R., Operations Management, Cengage Learning India, 2012.
6. Heizer, J., Render, B. and Rajashekhar, J., Operations Management, 9<sup>th</sup> Edition, Pearson, 2009.
7. Johnston, R. and Clark, G., Service Operations Management: Improving Service Delivery, 2<sup>nd</sup> Edition, Pearson, 2008.
8. Krajewski, L., Operations Management: Processes and Supply Chains, 9<sup>th</sup> Edition, Pearson, 2011.
9. Metters, R., King-Metters, K.H., Pullman, M. and Walton, S., Successful Service Operations Management, Cengage Learning, 2<sup>nd</sup> Edition 2012.
10. Panneerselvam, R., Production and Operations Management, 3<sup>rd</sup> Edition, PHI Learning, 2012.
11. Srinivasan, G., Quantitative Models in Operations and Supply Chain Management, PHI Learning Pvt. Ltd.
12. Stevenson, W., Operations Management, 9<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.

## **MBA 1011**

## **FINANCIAL MANAGEMENT**

### **UNIT – I**

Introduction: Nature and Scope of Financial Management - Finance Function — Its relationship with Other Functions – Finance Organization – Role and Functions of the Financial Manager – Objectives of Financial Management  
 Interpretation and Analysis of Financial Statements – Financial Forecasting – Actual proforma and Model statements – Preparation and Uses

### **UNIT – II**

Financial Planning and Control – Break-even Analysis – Operating Leverage – Profit Cost (and volume) Analysis

Liquidity Management: Current assets management – Cash, Receivables, Inventory, Liquidity, Profitability and Solvency criteria.

### **UNIT – III**

Current Liabilities Management – Size and Sources – Money Market – Banks – Regulation of Working Capital Finance

Working Capital Management: Definition and Objectives – Working Capital Policies – Factors Affecting Working Capital Requirements – Forecasting Working Capital Requirements (Problems) – Cash Management – Receivables Management – Inventory Management – Working Capital Financing – Sources of Working Capital and Implications of Various Committee Reports.

**UNIT – IV**

Long term Capital Management: Cost of Capital – Basic concepts, rational and assumptions – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings.

**UNIT – V**

Capital structure decision of the Firm – Compositions and Sources of Long-term Funds – Financial Leverage – Factors Determining Funds Requirements.

Dividend Policy – Types of Dividend Policy – Dividend Policy and Share valuation - CAPM

Budgetary control – Performance Budgeting – Zero base Budgeting.

**Reference Books**

1. Berk, J., DeMarzo, P. and Thampy, A., Financial Management, Pearson, 2010.
2. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 12<sup>th</sup> Edition, Cengage Learning India, 2011.
3. Chandra, P., Financial Management: Theory and Practice, 8<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. LTd., 2012.
4. Chandra, P., Fundamentals of Financial Management, 5<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Pandey, I.M., Financial Management, 10<sup>th</sup> Edition, Vikas Publication House, 2010.
6. Periasamy, P., Financial Management, 3<sup>rd</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2012.
7. Rustagi, R.P., Financial Management: Problems and Solutions, Taxmann Publication, 2011.
8. Van Horne, J.C., Financial Management and Policy, 12<sup>th</sup> Edition, Pearson, 2012.

**MBA1016****INTERNATIONAL BUSINESS****UNIT I**

Introduction: The Globalization of the World Economy – Emergence of Global Institutions – Changing Nature of International Business – Managing in the Global Market Place

**UNIT II**

National Differences in Political Economy: Introduction – Political Systems – Economic Systems – Legal Systems – The Determinants of Economic Development – States in Transition

Differences in Culture: Introduction – Social Structure – Religion – Language – Education – Culture and the Workplace – Cultural Change – Cross-cultural Literacy – Culture and Competitive Advantage.

**UNIT III**

International Trade Theory: Introduction – Mercantilism – Absolute Advantage – Comparative Advantage – Heckscher-Ohlin Theory – The New Trade Theory – National Competitive Advantage – Porter's Diamond – WTO & Development of World Trade – Regional Grouping of Countries and its Impact.

**UNIT IV**

Foreign Direct Investment: Introduction – FDI in the World Economy – Horizontal and Vertical Foreign Direct Investment – Advantages of Host and Home Countries.

The Global Monetary System: An Introduction to Foreign Exchange Market – Functions of Foreign Exchange Market.

**UNIT V**

International Business Strategy: Introduction – Strategy and the Firm – Profiting from Global Expansion – Pressures for Cost Reductions and Local Responsiveness – Strategic Choice. Mode of Entry and Strategic Alliances: Introduction – Entry Modes – Selecting an Entry Mode – Strategic Alliances – Making Alliances Work.

Exporting, Importing and Counter Trade: Introduction – The Promise and Pitfalls of Exploring – Improving Export Performance – Export and Import Financing – Export Assistance – Counter Trade.

**Reference Books**

1. Hill, C.W.L. and Jain, A.K., International Business: Competing in the Global Marketplace, 6<sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.
2. Cherunilam, F., International Business: Text and Cases, 5<sup>th</sup> Edition, PHI Learning, 2010.
3. Paul, J., International Business, 5<sup>th</sup> Edition, PHI Learning, 2010.
4. Ball, D., Geringer, M., Minor, M. and McNett, J., International Business: The Challenge of Global Competition, 11<sup>th</sup> Edition, Tata-McGraw-Hill Education, 2009.

5. Deresky, H., International Management: Managing Across Borders and Cultures, 6<sup>th</sup> Edition, Pearson, 2011.
6. Griffin, R., International Business, 7<sup>th</sup> Edition, Pearson Education, 2012.

## **MBA1012**

## **STRATEGIC MANAGEMENT**

### **UNIT I**

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision - Setting Objectives – Crafting Strategy – Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework – Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills

### **UNIT II**

Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility

Corporate Policy: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies.

### **UNIT III**

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit – Stockholders' Expectations – Scenario planning

### **UNIT IV**

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix – Business Strategy – Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies

### **UNIT V**

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership

Strategic Control: Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System

### **Reference Books**

1. David, F.R., Strategic Management – Concepts and Cases, 13<sup>th</sup> Edition, Prentice-Hall, 2008.



2. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 3<sup>rd</sup> Edition, Tata McGraw-Hill, 2009.
3. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9<sup>th</sup> Edition, Cengage Learning, 2012.
4. Hitt, Ireland, Hoskisson and Manikuttu, Strategic Management, 9<sup>th</sup> Edition, Cengage Learning, 2012.
5. Kazmi, A., Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw-Hill Education, 2008.
6. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12<sup>th</sup> Edition, McGraw-Hill, 2012.
7. Pitts, R. and Lei, D., Strategic Management: Building and Sustaining Competitive Advantage, 4<sup>th</sup> Edition, Cengage Learning, 2006.
8. Srinivasan, R., Strategic Management – The Indian Context, 3<sup>rd</sup> Edition, PHI Learning, 2008.
9. Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 12<sup>th</sup> Edition, Pearson, 2010.

## **MBA1013                      MANAGEMENT INFORMATION SYSTEMS**

### **UNIT I**

Introduction: Definition of System – Information System – Information System Activities And Resources – Types of Information Systems – Managerial Challenges of Information Technology – Strategic Uses of Information Technology.

### **UNIT II**

Database and Information Management: Organizing Data in Traditional File Environment – The Database Management Approach – Data warehousing – Data Mining – Database Structures

Telecommunication Networks: Business Use of the Internet – Role of Intranets and Extranets – Types of Telecommunication Networks

### **UNIT III**

Developing Business/IT Solutions: Systems Development Life Cycle – Prototyping – Feasibility Studies - System Analysis – Systems Design – End user Development

Functional Business Systems: Marketing Systems – Manufacturing Systems – Human Resource Systems – Accounting Systems – Financial Management Systems.

**UNIT IV**

Decision Support Systems: Decision Making Process - DSS Components – What-if Analysis – Sensitivity Analysis – Goal-seeking Analysis

Artificial Intelligence Technologies in Business: Overview of Artificial Intelligence – Neural Networks – Fuzzy Logic Systems – Genetic Algorithms – Expert Systems – Virtual Reality

**UNIT V**

Security and Ethical Challenges: Information Systems Controls – Risks of Online Operations – Security Measures – Systems Controls and Audits – Ethical Responsibility of Business Professionals: Business Ethics and Technology Ethics – Ethical Guidelines

**ReferenceBooks**

1. Azam, M., Management Information System, McGrawHill Education, 2012.
2. Kendall, K. and Kendall, J., Systems Analysis and Design, 7<sup>th</sup> Edition, PHI Learning, 2009.
3. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11<sup>th</sup> Edition, Pearson, 2010.
4. Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008.
5. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3<sup>rd</sup> Edition, PHI, 2011.
6. O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9<sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.
7. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3<sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.
8. Stair, R. and Reynolds, G., Information Systems, 10<sup>th</sup> Edition, Cengage Learning, 2012.

**ELECTIVE SUBJECTS****MBA 1017 MARKETING RESEARCH & CONSUMER BEHAVIOUR****UNIT I**

Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory,

descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.

## **UNIT II**

Sampling: Sampling Techniques – Sample Size Determination per survey

Application of Marketing Research: Motivation Research – Advertising Research – Product Research

## **UNIT III**

Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel-Blackwell-Miniard Model

Environment Influences on Consumer: Culture – Social Class – Social Groups – Family – Personal Influence and Opinion Leadership

## **UNIT IV**

Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change.

## **UNIT V**

Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.

## **Reference Books**

1. Aaker, D., Kumar, V., Day, G.S. and Leone, R.P., Marketing Research, 10<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2011.
2. Blackwell, Miniard and Engel, Consumer Behavior, South Western, 2008.
3. Kumar, R., Consumer Behaviour and Branding : Concepts, Readings and Cases – The Indian Concept, Pearson, 2009.
4. Loudon, D. and Bitta, A.D., Consumer Behavior: Concepts and Applications, 4<sup>th</sup> Edition, Tata McGraw-Hill Education, 2001.
5. Majumdar, R., Consumer Behaviour: Insights from Indian Market, PHI Learning, 2010.
6. Malhotra, N.K. and Das, S., Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson, 2010.
7. McDaniel Jr., C. and Gates, R., Marketing Research, 8<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2011.

8. Schiffman, L.G, Kanuk, L.L. and Kumar, R., Consumer Behavior, 10<sup>th</sup> Edition, Pearson, 2010.
9. Shajan, Marketing Research : Concepts and Practices in India, Macmillan, 2005.
10. Solomon, M.R., Consumer Behavior: Buying, Having and Being, 8<sup>th</sup> Edition, PHI Learning, 2010.
11. Tull, D.S. and Hawkins, D.I., Marketing Research: Measurement and Method, 6<sup>th</sup> Edition, PHI Learning, 2009.

## **MBA 1018 CORPORATE FINANCE**

### **Unit I**

Introduction: Corporate Finance – Nature and Scope - Role of Financial Institution - Valuation of the Firm – Dividend Valuation Model - Dividend Policies – Walter Model – Gordon Model – Payment Ration divided as a residual payment – M.M. Irrelevance Doctrine.

### **Unit II**

Investment Decision: Investment Analysis – Risk Analysis Probability Approach. Business Failures, Mergers, Consolidations and liquidation.

### **Unit III**

Capital Markets – Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets.

### **Unit IV**

Lease Financing - Venture Capital - Mutual Funds - Inflation and Financial Decisions. Derivatives – Futures and Options

### **Unit V**

Foreign Collaboration – Business Ventures Abroad. International Financial Institutions & Multinational Corporations.

### **Reference Books**

1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 10<sup>th</sup> Edition, Tata McGraw-Hill Publishers, 2012.

2. Damodaran, A., Applied Corporate Finance, 3<sup>rd</sup> Edition, Wiley, 2012.
3. Damodaran, A., Corporate Finance: Theory and Practice, 2<sup>nd</sup> Edition, Wiley India Pvt Ltd., 2007.
4. Ehrhardt, M.C. and Brigham, E., Corporate Finance: A Focused Approach, South Western, 2008.
5. Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
6. Madura, J., International Corporate Finance, 10<sup>th</sup> Edition, Cengage Learning, 2012.
7. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K., Corporate Finance, 8<sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.
8. Viswanath, S., Cases in Corporate Finance, Tata McGraw-Hill Education, 2009.

## **MBA 1019 ADVERTISING MANAGEMENT AND SALES PROMOTION**

### **UNIT I**

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

### **UNIT II**

Media: Mass Media - Selection, Planning and Scheduling – Web Advertising – Integrated programme and budget planning.

### **UNIT III**

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.

### **UNIT IV**

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

### **UNIT V**

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

## Reference Books

1. Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7<sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.
2. Bhatia, T.K., Advertising and Marketing in Rural India, 2<sup>nd</sup> Edition, Macmillan India Ltd., 2007.
3. Hackley, C., Advertising and Promotion: An integrated communications approach, 2<sup>nd</sup> Edition, Sage Publications, 2010.
4. Jefkins, F., Advertising, 4<sup>th</sup> Edition, Pearson, 2002.
5. Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.
6. Mullins, R., Sales Promotions: How to create, implement and integrate campaigns that really work, 5<sup>th</sup> Edition, Kogan Page, 2011.
7. Ogilvy, D., Ogilvy on Advertising, Research Press, 2007.
8. Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4<sup>th</sup> Edition, Oxford University Press, 2012.
9. Pricken, M., Creative Advertising: Ideas and Techniques from the World's Best Campaigns, 2<sup>nd</sup> Edition, Thomas and Hudson, 2008.
10. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8<sup>th</sup> Edition, Cengage Learning India, 2012.
11. Wells, W.D., Burnett, J. and Moriarty, S., Advertising: Principles and Practice, 7<sup>th</sup> Edition, Pearson, 2007.

## MBA 1020

## SALES AND DISTRIBUTION MANAGEMENT

### UNIT I

Organisation Framework of The Field Sales Force: Types of Field Sales Organisations – Career in Field Sales Management. Field Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force.

### UNIT II

Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards – Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Check On Training and Staffing Programmes.

**UNIT III**

Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.

**UNIT IV**

Staffing – Responsibilities, tools and Methods of Selection.

Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan.

Evaluation of Performance and Control.

Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behaviour.

Sales Audit and Analysis – Control of Sales Efforts and Costs.

**UNIT V**

Distribution: Role of Distribution in the Marketing Mix Role and Functions.

Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport – Organisation, Machines, Procedures and Documentation.

Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution. Dealer Functions at Wholesale and Retail Level - Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.

**Reference Books**

1. Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2011.
2. Hair, J.F., Anderson, R.E., Mehta, R. and Babin, B, Sales Management, South western, 2009.
3. Havalder, K. and Cavale, V., Sales and Distribution Management, 2<sup>nd</sup> Edition, Tata McGraw-Hill Education, 2011.
4. Ingram, T., Sales Management: Analysis and Decision Making, 6<sup>th</sup> Edition, South-Western, 2007.
5. Kapoor, S. and Kansal, P., Basics of Distribution Management: A Logical Approach, PHI Learning, 2009.
6. Mallik, P.K., Sales Management, Oxford University Press, 2011.

7. Still, R.R., Sales Management: Decision Strategy and Cases, 5<sup>th</sup> Edition, Pearson, 2011.
8. Tanner, J., Honeycutt, E., and Erffmeyer, R., Sales Management: Shaping Future Sales Leaders, Pearson, 2009.
9. Venugopal, P., Sales and Distribution Management: An Indian Perspective, Response Books, 2008.

## **MBA 1021 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **UNIT I**

Introduction: Security Analysis – Valuation and Return -Evaluation of Fixed Income Securities.- Evaluation of Ordinary Shares.

### **UNIT II**

Fundamental Analysis – Risk and Return sources of Risk – Dividend Policy and valuation – Leverage and valuation. Technical Analysis - Security price movements – Market Hypotheses – Behaviour of stock prices.

### **UNIT III**

Evaluation of Securities – Objectives and Principles. – Measures of Return – Risk Adjusted Measures of Performance

### **UNIT IV**

Derivatives – Futures and Options – Trading in Derivatives- - Mutual Funds.

### **UNIT V**

Portfolio Analysis – Selection and Management - Investment Decisions under uncertainty - Investment preference under policies - Individual Investors - Utility Analysis - Assessment of Portfolio performance and portfolio revision



## ReferenceBooks

1. Chandra, P., Investment Analysis and Portfolio Management, 4th Edition, Tata McGraw-Hill Education, 2012.
2. Damodaran, A., Damodaran on Valuation – Security Analysis for Investment and Corporate Finance, 2<sup>nd</sup> Edition, Wiley India, 2008.
3. Fischer, D.E. and Jordan, R., Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson Education, 1995.
4. Graham, B., and Dodd, D.L., Security Analysis, 6<sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.
5. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, 2009.
6. Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, 2010.
7. Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2<sup>nd</sup> Edition, Pearson, 2012.
8. Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, 10<sup>th</sup> Edition, Cengage Learning, 2012.

## MBA 1022

## TAX MANAGEMENT

### UNIT I

Introduction: Income Tax Law – Scheme of Taxation – important concepts – method of Accounting – scope of Total income & Residential status – Tax free incomes.

### UNIT II

Heads of Income – Salaries, Income from house property, profits and gains of Business of profession, capital gains and Income from other sources.

### UNIT III

Deductions to be made in computing total income – Resales and Reliefs of Income tax – Taxation of Non-Residents.

### UNIT IV

Set off and carry forward of losses – clubbing provisions and their implications.

## UNIT V

Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company / Venture Capital Funds.

### Reference Books

1. Ahuja, G. K., & Gupta, R. Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Iyengar, A C., Sampat Law of Income Tax. Allahabad, Bharat Law House.
3. Kanga, J. B. and Palkhivala, N.A., Income Tax. Bombay, Vol.1-3, N.M. Tripathi.
4. Lal, B.B., Direct Taxes Practice and Planning Konark Publishers Private Ltd, Delhi, Latest Edition.
5. Prasad, B., Income Tax Law and Practice ViswaPrakashan, New Delhi, Latest Edition.
6. Ranina, H. P. Corporate Taxation: A Handbook. New Delhi, Oriental Law House.
7. Singhanian, V. K., Direct Taxes: Law and Practice. Delhi, Taxman.
8. Srinivas, E A., Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.

## MBA 1023

## BRAND MANAGEMENT

### UNIT I

Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models — Brands vs. Products  
Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase

### UNIT II

Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity – Points of Difference – Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.

**UNIT III**

Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity: Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands

**UNIT IV**

Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands.  
Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management

**UNIT V**

Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.

**Reference Books**

1. Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2<sup>nd</sup> Edition, John Wiley and Sons, 2012.
3. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4. Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5<sup>th</sup> Edition, Kogan Page, 2012.
6. Keller, K.L., Strategic Brand Management, 3<sup>rd</sup> Edition, Pearson, 2011.
7. Kumar, R., Consumer Behaviour and Branding: Concepts, Readings and Cases – The Indian Context, Pearson, 2009.
8. Rosenbaum-Elliott, R., Percy, L. and Pervan, S., Strategic Brand Management, Oxford University Press, 2007.

**MBA 1024****INDUSTRIAL MARKETING****UNIT I**

The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer.

**UNIT II**

Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour.

**UNIT III**

Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.

**UNIT IV**

Business Marketing Strategy: Business Marketing Planning: Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion and Personal Selling Function - Controlling Industrial Marketing Strategy.

**UNIT V**

Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict.

**ReferenceBooks**

1. Biemans, W.G., Business to Business Marketing: A Value driven approach, McGraw-Hill Education, 2010.
2. Dwyer, Business Marketing, 4<sup>th</sup>Edition McGraw-Hill, , 2008.
3. Ghosh, P.K., Industrial Marketing, Oxford University Press, 2005.
4. Hutt, M. and Speh, T.W., Business Marketing Management: A Strategic View of Industrial and Organizational Markets, 8<sup>th</sup>Edition, South-Western, 2003.
5. Reeder, R., Briety, E. and Reeder, B., Industrial Marketing Management: Analysis, Planning and Control, 2<sup>nd</sup>Edition, PHI Learning, 2009
6. Vitale, R., Business to Business Marketing, Pearson, 2011.

**MBA 1025****DATABASE MANAGEMENT SYSTEMS****UNIT I**

Introduction: Data models – Conceptual Data Modeling – E-R Diagrams – Hierarchical, Network and Relational Models – Normalisation Boyce Codd Normal Form.

**UNIT II**

Queries: Query Processing and Concurrency Management – Strategies – Representation – Transformation – Relations – Improvements – Concurrent transaction – Controls – Atomicity, recovery.

**UNIT III**

Forms and Reports: Effective Design of Forms and reports – Form layout – Creating forms – Graphical objects – reports – Procedural language on forms – Programs to retrieve and save data – Error handling.

**UNIT IV**

Introduction to Various Types of Software: IDMAS-IMS-PC, FOCUS DBASE IV etc.

**UNIT V**

Security: Database Integrity and Security – Database Operation and DBMS Selection and Acquisition – Examples and Case Studies.

**ReferenceBooks**

1. Chopra, R., Database Management Systems, S. Chand, 2010.
2. Gillenson, M.L., Fundamentals of Database Management Systems, Wiley 2008.
3. Gupta, G. K., Database Management Systems, Tata McGraw-Hill Education, 2011.
4. Hoffner, J., Modern Database Management Systems, 9<sup>th</sup> Edition, Dorling Kindersley India, 2009.
5. Panneerselvam, R., Database Management Systems, 2<sup>nd</sup> Edition, PHI Learning, 2011.
6. Rob, P., Coronel, C. and Morris, S., Database Principles: Fundamentals of Design, Implementation and Management, 9<sup>th</sup> Edition, Cengage Learning, 2012.
7. Rob, P., Rao, A. and Coronel, C., Database Management Systems, Cengage Learning, 2011.

**MBA 1026****SERVICES MARKETING****UNIT I**

Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

## UNIT II

Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.

## UNIT III

Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.

## UNIT IV

Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management.

Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality.

## UNIT V

Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.

### ReferenceBooks

1. Bateman, J.E. and Hoffman, D., Services Marketing, 4<sup>th</sup>Edition, Cengage Learning, 2011.
2. Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3<sup>rd</sup>Edition, Wiley India, 2011.
3. Iacobucci, D. and Swartz, T., Handbook of Services Marketing and Management, Sage Publications, 1999.
4. Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.
5. Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7<sup>th</sup>Edition, Pearson, 2011.

6. Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.
7. Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5<sup>th</sup> Edition, Tata McGraw-Hill Education, 2010.

## **MBA 1027 SYSTEM ANALYSIS AND DESIGN**

### **UNIT I**

Introduction to System Analysis and Design: Scope and Functions of a System Analysis – What is system analysis and design – categories of Information Systems – role of Information System – Systems and their interdependencies – Classical Systems – System Development Life Cycle – Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – testing Project Feasibility.

### **UNIT II**

Structured Analysis Development Strategies: Purpose – Steps involved in use of Prototypes – Tools for Prototyping, Prototype strategies - Computer Aided Systems Tools

Role of Tools – Categories of tools – CASE - Design of Computers outputs – ways of presenting information – Designing of Printed outputs – Designing visual Designing visual Display Units.

### **UNIT III**

Design of Input and Control: Objectives of input Design – Data capture guidelines – Input validation – Design of ONLINE DIALOGUE – Purpose and definition of on line, interface etc, Designing dialogue, and Dialogue strategies – Data Entry Dialogue.

### **UNIT IV**

Managing System Implementation: Training – Conversion Methods – Post Implementation – review – Auditing Hardware and Software Selection: Overall Economic Analysis.

### **UNIT V**

Analysis and Design of Prototype Information System for:

(1) Marketing Function (2) Finance and Accounting Function (3) Production and Manufacturing Function (4) Personnel Function.

### **ReferenceBooks**

1. Goyal, Systems Analysis and Design, PHI Learning, 2011.
2. Hoffner, J., Modern System Analysis and Design, 6<sup>th</sup> Edition, Pearson, 2009.
3. Kendall and Kendall, System Analysis and Design, 4<sup>th</sup> Edition, PHI Private Learning Ltd., 2011.
4. Langer, Analysis and Design of Information Systems, 3<sup>rd</sup> Edition, Springer India, 2008.
5. Laplante, P., Real-time System Analysis and Design, 3<sup>rd</sup> Edition, Wiley India, 2006.
6. Satzinger, J.W., System Analysis and Design, Cengage Learning India, 2007.
7. Senn, J.A., Analysis and Design of Information Systems, 2<sup>nd</sup> Edition, Tata McGraw-Hill, 2008.
8. Shelly, G.B., Systems Analysis and Design Methods, Cengage Learning, 2008.
9. Whitten, J. and Bentley, L., System Analysis and Design Methods, 7<sup>th</sup> Edition, Tata McGraw-Hill Education, 2006.

## **MBA 1028**

## **DECISION SUPPORT SYSTEM**

### **UNIT I**

Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.

### **UNIT II**

Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.

### **UNIT III**

Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.



## UNIT IV

Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.

## UNIT V

Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

### ReferenceBooks

1. Janakiraman, V.S. and Sarukesi, Decision Support Systems, 2<sup>nd</sup>Edition, PHI Learning, 2009.
2. Marakas, G.M., Decision Support Systems in the 21<sup>st</sup> century, 2<sup>nd</sup>Edition, PHI Learning, 2009.
3. Sauter, V., Decision Support Systems for Business Intelligence, 2<sup>nd</sup>Edition, John Wiley & Sons, 2011.
4. Taylor, J., Decision Management Systems: A Practical Guide to Using Business Rules and Predictive Analytics, IBM Press, 2011.
5. Turban, E., Delen, E. and Sharda, R., Decision Support and Business Intelligence Systems, 9<sup>th</sup>Edition, Pearson, 2011.

## MBA 1029

## E-BUSINESS

### UNIT I

Introduction : Introduction to World Wide Web – Intelligent Web Designing – Software Tools – IP, TCP, HTTP, HTML, Cryptography – Consumer Interface Technologies – OALP and Data Mining

### UNIT II

Principles – Potential – Knowledge Management – Data Warehousing – Application of E-Commerce in Different Sector – Service, Industry, Domestic – Multidisciplinary Approach to E-Commerce, Customer Relation Management.

**UNIT III**

Business Model – E-Marketing – Intelligent Agents – Economics in E-Commerce – Equilibrium Price – Supply Chain Management – ERP Tools and Modules – Opportunities and Challenges – Mobile Commerce

**UNIT IV**

Online Payment – E-Security – Security Protocols – How sites are hacked – Internet Governance – Firewall

Legal Issues: Software Intellectual Property Law – Contract Law for E-Business – Cyber Law Issues - Interpol

**UNIT V**

E-Commerce Industries: Online Retail Sector – Online Financial Services – Online Travel Services – Online Career Services – Online Publishing – Online Entertainment

Consumer Protection: Privacy and Information Rights – Warranties and New Products.

**Reference Books**

1. Bajaj, K.K. and Nag, D., E-Commerce, 2<sup>nd</sup> Edition, Tata McGraw-Hill Education, 2005
2. Chaffey, D., E-Business and E-Commerce Management, 3<sup>rd</sup> Edition, Pearson, 2009.
3. Chan, H., Lee, R., Dillon, T. and Chang, E., E-Commerce: Fundamentals and applications, 2007.
4. Diwan, P. and Sharma, S., E-Commerce: A Manager's Guide to E-Business, Vanity Books International, 2002.
5. Joseph, P.T., E-Commerce: An Indian Perspective, 4<sup>th</sup> Edition, PHI, 2012.
6. Kalakota, R. and Whinston, A., Frontiers of Electronic Commerce, Pearson, 2011.
7. Laudon, K.C., and Traver, C.G., E-Commerce: Business, Technology, Society, 4<sup>th</sup> Edition, Pearson, 2008.
8. Schneider, G.P., Electronic Commerce, Cengage Learning, 10<sup>th</sup> Edition, 2012.
9. Turban, E., King, D. and Lee, J., Electronic Commerce: A Managerial and Social Networks Perspective 2012, Prentice Hall, 2011.
10. Turban, E., Lee, J., King, D., Liang, T.P. and Turban, D., Electronic Commerce 2010, 6<sup>th</sup> Edition, Pearson, 2012.

## **MBA 1030 MERCHANT BANKING AND FINANCIAL SERVICES**

### **UNIT I**

Introduction: Merchant Banking in India – An overview – Recent developments and challenges ahead – Institutional Structure – Functions of Merchant Banking.

### **UNIT II**

Legal & Regulatory Framework and Relevant Provisions of Companies Act, SERA, SEBI guidelines, FERA, etc., - Relation with stock exchanges, OTCEI and NSE.

### **UNIT III**

Issue Management – Appraisal of projects, Designing capital structure and instruments – Issue pricing – Preparation of prospectus – Offer for sale – Selection of Bankers, Advertising consultants, etc., - Role of Registrars – underwriting arrangements, Placement with Fis, MFs, FIISs, etc. Issue Marketing – Advertising strategies – Brokers and Investors, NRI Marketing Dealing with Bankers to the issue, underwriters, Registrars, brokers, etc., - Post issue activities – Private placement – Bought out deals – Off-shore issues – GDRS, etc.

### **UNIT IV**

Mergers and Acquisitions, Portfolio Management Services, Leasing and Hire purchase, Bills discounting, Credit syndication.

### **UNIT V**

Financial Services – Recent developments in Factoring & Forfeiting, Consumer finance – Credit cards – Venture Capital, Mutual Funds, Real Estate Financing, and Credit Rating.

### **ReferenceBooks**

1. Vij and Dhawan, Merchant Banking and Financial Services, Tata McGraw-Hill Education.
2. Machiraju, Merchant Banking, 4<sup>th</sup>Edition, New Age International, 2010.
3. Chapman, S., The Rise of Merchant Banking, Routledge, 2009.
4. Gurusamy, Merchant Banking and Financial Services, 3<sup>rd</sup>Edition, Tata McGraw-Hill Education, 2009.
5. Suresh, P. and Paul, J., Management of Banking and Financial Services, 2<sup>nd</sup>Edition, Pearson, 2010.
6. Khan, M.Y., Financial Services, 6<sup>th</sup>Edition, Tata McGraw-Hill Education, 2011.

7. Gurusamy, Essentials of Financial Services, 2<sup>nd</sup> Edition, Tata McGraw-Hill Education, 2009.

## **MBA 1031                    HUMAN RESOURCES DEVELOPMENT**

### **UNIT I**

Introduction: Definition, Evolution of HRD from Personnel Management - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India.

Theory and Practice of HRD: HRD concepts - Subsystems of HRD - Human Resource Planning – Potential - Potential Appraisal - Assessment Center

### **UNIT II**

Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour.

Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.

### **UNIT III**

Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.

Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.

### **UNIT IV**

Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external - Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.

**UNIT V**

Career Planning and Succession Planning.

Recent Trends in HRD: Training for trainers and HRD professionals - Promoting Research in HRD.

**ReferenceBooks**

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3<sup>rd</sup> Edition, Palgrave Macmillan, 2011.
2. Haldar, U.K., Human Resource Development, Oxford University Press India, 2009.
3. Mankin, D., Human Resource Development, Oxford University Press USA, 2009.
4. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
5. Noe, R. and Deo, A., Employee Training and Development, 5<sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.
6. Rishipal, Training and Development Methods, S.Chand, 2011.
7. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
8. Sheikh, A. M., Human Resources Development and Management, 3<sup>rd</sup> Edition, S.Chand, 2007.
9. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5<sup>th</sup> Edition, Cengage Learning, 2012.

**MBA 1032                      CUSTOMER RELATIONSHIP MANAGEMENT****UNIT I**

Introduction: Customer Relationship Management – Management requires Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

**UNIT II**

Customer Relationship Survey: Research Design – Statistical Analysis of Customer Survey – Using Customer Relationship Survey Results.

**UNIT III**

Relationship Marketing: Relationship Concepts – Relationship Drivers – Lasting Relationships

**UNIT IV**

Partnerships: Customer Partnerships – Internal Partnerships – Supplier Partnerships – external partnerships

**UNIT V**

The Technological Revolution: Relationship Management – Changing Corporate Cultures

**Reference Books**

1. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2. Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3. Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4. Peelen, E., Customer Relationship Management, Pearson, 2008.
5. Peppers, D. and Rogers, M., Managing Customer Relationships, 2<sup>nd</sup> Edition, John Wiley and Sons, 2011.
6. Shanmugasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.
7. Sheth, J.N. and Parvatiyar, A., Handbook of Relationship Marketing, Response Books, 2002.

**MBA1033****PERFORMANCE MANAGEMENT****UNIT I**

Introduction: Definition of Performance Management – History of Performance Management - Dimensions of Performance Management – Role of Performance Management Systems in Organizations – Characteristics of an ideal Performance Management Systems – Dangers of a Poorly Implemented Performance Management System.

**UNIT II**

Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management

**UNIT III**

Performance Planning: Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process.

**UNIT IV**

Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

**UNIT V**

Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance

Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.

**Reference Books**

1. Aguinis, H., Performance Management, 2<sup>nd</sup> Edition, Pearson, 2008.
2. Armstrong, M., Armstrong's Handbook of Performance Management, 4<sup>th</sup> Edition, Kogan Page, 2012.
3. Bacal, R., Performance Management, 2<sup>nd</sup> Edition, Tata McGraw-Hill, 2012.
4. Cokins, G., Performance Management: Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons, 2009
5. Daniels, A. and Daniels, J.E., Performance Management: Changing Behavior that Drives Organizational Effectiveness, 4<sup>th</sup> Edition, Performance Management Publications, 2004.
6. Kohli A. S. and Deb, T., Performance Management, Oxford University Press, 2008.
7. Rao T. V., Performance Management and Appraisal Systems, Response Books, 2004.

**MBA 1034****ORGANISATIONAL DEVELOPMENT****UNIT I**

Approaches to Understanding Organisations: Key Organisational Designs - Procedures - Differentiation & Integration - Basic Design - Dimensions Determination of Structure - Forces Reshaping Organisation – Life Cycles in Organisation

**UNIT II**

Organisational culture – Key Role of Organisational Culture - Functions & Effects of Organisational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture

**UNIT III**

Work Groups & Teams - Preparing for the world of work Group Behaviour  
Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder

**UNIT IV**

Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications

**UNIT V**

Organisational Development and Change: Organisational Development  
Alternative Interventions - Change Agents : Skills - Resistance to change- Managerial the resistance - Levin's change model - Organisational reality

**Reference Books**

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, Sage Publication 2009.
2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7<sup>th</sup> Edition, Pearson, 2006.
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2011.
4. Cummings, T., Theory of Organization Development and Change, 9<sup>th</sup> Edition, South-Western, 2011.
5. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6<sup>th</sup> Edition, Pearson Higher Education, 2006.
6. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2<sup>nd</sup> Edition, Sage India, 2011.

**MBA 1035****RETAIL MARKETING****UNIT I**

Introduction to Retail Marketing – Retail Environment – The Growing Importance Of Retail Industry.



**UNIT II**

Consumer Behavior in The Retail Context - Buying Decision Process – Its Implication For Retail Management

**UNIT III**

Store Layout – Design – Merchandising – Private Brands – National Brands – Merchandising Buying and Handling

**UNIT IV**

Retail Marketing Mix – 4 Ps – Merchandise Management – Negotiating Purchase

**UNIT V**

Consumerism and Ethics in Retailing – International Retail Structures – Future Of Retailing

**Reference Books**

1. Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11<sup>th</sup> Edition, Pearson, 2011.
2. Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.
3. Gilbert, D., Retail Marketing Management, 2<sup>nd</sup> Edition, Pearson, 2006.
4. Goldrick, P., Retail Marketing, 2<sup>nd</sup> Edition, McGraw-Hill Education, 2002.
5. Miller, D., Retail Marketing, Tilde University Press, 2011.

**MBA1036****RURAL MARKETING****UNIT – I**

Introduction: Rural Marketing Management Perspectives- Challenges to Indian Marketer. Rural – Urban Disparities- Policy Interventions Required - Rural Reforms - Towards Cyber India.

**UNIT – II**

Rural Marketing: Concept - Scope- Nature- Taxonomy Attractiveness. Urban Vs. Rural Marketing.

Rural Consumer Behaviour: Buyer Characteristics- Decision Process- And Behaviour Patterns- Evaluation Procedure- Brand Loyalty- Innovation Adoption.

**UNIT – III**

Information System for Rural Marketing: Concepts- Significance- Internal Reporting System- Marketing Research System- Decision Support System.

Selecting and Attracting Markets – Concepts and Process- Segmentation- Degrees- Bases and Guide for Effective Segmentation - Targeting And Positioning.

#### **UNIT – IV**

Product Strategy for Rural Markets: Concept and Significance - Product Mix and Product Item Decisions - Competitive Product Strategies.

Pricing Strategy in Rural Marketing: Concept- Significance- Objectives- Policy And Strategy.

#### **UNIT – V**

Promotion Aimed at Rural Audience: Exploring Media- Profiling Target Audience- Designing Right Promotion Strategy and Campaigns.

Rural Distribution: Channels - Old Setup - New Players - New Approaches- Coverage Strategy. Case Studies

#### **Reference Books**

1. Bhatia, T., Advertising and Marketing in Rural India, 2<sup>nd</sup> Edition, Macmillan Publishers India Ltd., 2007.
2. Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.
3. Kashyap, P., Rural Marketing, 2<sup>nd</sup> Edition, Pearson, 2012.
4. Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.
5. Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2<sup>nd</sup> Edition, Pearson, 2011.
6. Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2<sup>nd</sup> Edition, Response Books, 2007.

### **MBA 1037 DERIVATIVES MANAGEMENT**

#### **UNIT I**

Introduction: Derivatives defined – products – participants & functions – types of derivatives –development of exchange traded derivatives – global derivatives markets – exchange trade Vs OTC Derivatives – Derivatives market in India.

#### **UNIT II**

Options – development of options markets – call options – put options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits – exchanges on which options trade – options traders.

**UNIT III**

Forward contracts – Futures contracts – structure of forward & futures markets – development of futures markets – organized futures trading – futures exchanges – Futures traders.

**UNIT IV**

Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.

**UNIT V**

Risk Management: The impetus for Risk management – benefits – dealers & other participants – managing market risk – Delta – Theta - Gamma – Vega hedging – value at risk – derivatives in the organisation – accounting and tax for derivatives – avoiding derivative losses – regulations.

*Note- The question paper should consist 60% problems and 40% theory questions.*

**Reference Books**

1. Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 2008.
2. Chugh, A. and Maheshwari, D., Financial Derivatives: The Currency and Rates Factor, Pearson, 2012.
3. Gupta, S.L., Financial Derivatives: Theory, Concepts and Problems, PHI Learning, 2009.
4. Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, 7<sup>th</sup> Edition, Pearson, 2009.
5. Parasuraman, Fundamentals of Financial Derivatives, 2<sup>nd</sup> Edition, Wiley India Pvt. Ltd., 2011.
6. Rangunathan and Rajib, P., Stock Markets, Investments and Derivatives, 3<sup>rd</sup> Edition, Tata McGraw-Hill Education, 2007.
7. Somanathan, Derivatives, Tata McGraw-Hill Education, 2011.

**MBA1038****BANKING AND INSURANCE****UNIT I**

Indian Financial System: introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory

Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Financial Sector Reforms in India & Their Impact - Post-Reforms Regulations in Banks

## **UNIT II**

Basics of Banking: Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises, Self Help Groups, Financial inclusion – Sectors / Targets/ Products & Services / Problems - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks

## **UNIT III**

Electronic Banking: Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc - Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) - Global Trends in Banking Technology - IT Security in Banks & Disaster Management

Marketing of Banking Services: Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products

## **UNIT IV**

Insurance: Meaning – Nature and Importance – Risk Management: Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability

Insurance Regulation: IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors

## **UNIT V**

General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance – Medical Insurance – Social Security Insurance

Life Insurance: Principles – Utmost Good Faith Insurable Interest – Indemnity – Subrogation – Contribution Products: Death and Survival Classifications – Traditional

Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.

### Reference books

1. Bhattacharya, H., Banking Strategy, Credit Appraisal and Lending Decisions, 2<sup>nd</sup> Edition, Oxford University Press, 2011.
2. Heffernan, S., Modern Banking, John Wiley and Sons, 2005.
3. Imam, A., Principles and Practice of Life Insurance in India, Anmol Publisher, 2011.
4. Indian Institute of Banking and Finance, Principles and Practices of Banking, 2<sup>nd</sup> Edition, Macmillan India Ltd., 2012.
5. Maheshwari, S. N. and Maheshwari, S.K., Banking Law and Practice, Kalyani Publishers, 2005.
6. Mittal, R.K, Saini, A.K. and Dhingra, S., Emerging Trends in the Banking Sector, Macmillan Publishers India, 2008.
7. Muraleedharan, Modern Banking: Theory and Practice, PHI Learning, 2009.
8. Rose P. and Hudgins, S., Bank Management and Financial Services, 7<sup>th</sup> Edition, Tata McGraw-Hill, 2010.
9. Suresh, P. and Paul, J., Management of Banking and Financial Services, 2<sup>nd</sup> Edition, Pearson, 2010.
10. Tripathy, M., Mishra, S. and Mishra, K.C., General Insurance Business Operations and Decision Making, Cengage Learning, 2009.
11. Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons, 2009.

## MBA 1039

## INDUSTRIAL AND LABOUR RELATIONS

### UNIT I

Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations.

### UNIT II

Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Layoff and Retrenchment codes of discipline- Grievance procedure- Labour management co-operation; Worker's participation in management.

### UNIT III

Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity.

Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.

### UNIT IV

Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions.

Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.

### UNIT V

Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Fair and unfair labour practice.

Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.

### Reference Books

1. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGraw Hill Education, 2011.
2. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2<sup>nd</sup> Edition, Tata McGraw-Hill, 2012.
3. Sen, R., Industrial Relations: Text and Cases, 2<sup>nd</sup> Edition, Macmillan Publishers India, 2009.
4. Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2003.
5. Sivarethnamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.
6. VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2006.

## **MBA 1040                      INTERNATIONAL MARKETING**

### **UNIT I**

Framework of International Marketing: Scope of International Marketing – International Marketing vs Domestic Marketing – Trade Barriers such as Tariff and Non-Tariff Barriers – Transition from Domestic to International Business – Pre-export behaviour – Motivation to export – Special difficulties in International Marketing – Advantages or importance of International Marketing – Balance of Trade and Balance of Payments.

International Marketing Environment: Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.

### **UNIT - II**

Product Policy – International Product Life Cycle – Export Pricing.

International Marketing Decision: Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision.

International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.

### **UNIT - III**

International Sales Contract: Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.

International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA).

World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.

## UNIT - IV

India's Foreign Trade: Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC – Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.

Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents.

Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.

## UNIT - V

World Trade and India - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.

### Reference Books

1. Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.
2. Cateora, P., Graham, J. and Salwan, P., International Marketing, 13<sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.
3. Czinkota, M. and Ronkainen, I., International Marketing, 8<sup>th</sup> Edition, South-Western, 2007.
4. Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3<sup>rd</sup> Edition, PHI Learning, 2009.
5. Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.
6. Salvatore, D., International Economics: Trade and Finance, 10<sup>th</sup> Edition, Wiley, 2012.



**MBA 1041****SUPPLY CHAIN MANAGEMENT****UNIT I**

Introduction to Supply Chain: Understanding Supply Chain - Objectives- importance- Decision phases – Process view of a supply chain – Examples of supply chains – Supply chain performance - An overview: Competitive and supply chain strategies- Achieving strategic fit- Expanding strategic scope.

**UNIT II**

Drivers of Supply Chain Performance : Framework for structuring drivers- Facilities- Inventory- Transportation- Information- Sourcing- Pricing - an over view of Designing distribution network – and overview of Network Design in the Supply Chain - an overview of Network design in Uncertain Environment.

**UNIT III**

Aggregate Planning and Managing Supply- Demand and Inventory: Aggregate Planning in a Supply Chain : role- aggregate planning problem- strategies- role of IT- Implementation Responding to predictable variability in supply chain – Managing Supply – Managing Demand – Overview of managing cycle inventory- safety inventory in supply chain – an overview of determination of optimal level of product availability.

**UNIT IV**

Sourcing and Planning Transportation Networks in Supply Chain: Sourcing decision in supply chain : Role of sourcing – in-house or outsource – Third and Fourth – Party Logistics providers – Supplier scoring and assessment – Transportation in Supply Chain : role- modes- performance characteristics – Logistics - Design options- role of IT- risk – Trade-offs in transportation design.

**UNIT V**

Information Technology in a Supply Chain: Information technology in a supply chain- role- framework- Customer relationship management- Internal supply chain management- Supplier relationship management – Over view of recent trends in Supply Chain : e-SRM- e-LRM- e-SCM.

**Reference Books**

1. Chopra, S., Meindi, P. and Kalra, D.V., Supply Chain Management, 4<sup>th</sup> Edition, Pearson, 2010.

2. Closs, D., Bowersox, D. and Cooper, B., Supply Chain Logistics Management, 2<sup>nd</sup> Edition, Tata McGraw-Hill Education, 2007.
3. Coyle, J., Langley, J., Gibson, B. and Novack, R., A Logistic Approach to Supply Chain Management, Cengage Learning, 2009.
4. Handfield, R. and Monczka, R., Sourcing and Supply Chain Management, 5<sup>th</sup> Edition, Cengage Learning, 2012.
5. Hugos, M., Essentials of Supply Chain Management, 3<sup>rd</sup> Edition, John Wiley and Sons, 2011.
6. Liu, J., Supply Chain Management and Transport Logistics, Routledge, 2011.
7. Sinha, A. and Kotzab, H., Supply Chain Management: A Managerial Approach, Tata McGraw-Hill Education, 2011.
8. Sople, V.V., Supply Chain Management: Text and Cases, Pearson, 2011.

## **MBA1042**

## **QUALITY MANAGEMENT**

### **UNIT I**

Introduction: Concept of Quality – Dimensions of Quality - Philosophies of Deming, Juran and Crosby – Evolution of Total Quality – Frameworks for Quality – Baldrige Award, Deming Award, European Award, ISO 9000 – Comparison of Various Frameworks.

Issues of Quality: Quality Cost - Customer Supplier relationships – Designing Organisations for Quality – Process Design – Process Improvement – Process Control – Process Management

### **UNIT II**

Tools and Techniques: Design Tools – Quality Planning Tools – Continuous Improvement Tools - 5S and Kaizen– Lean Concept.

Six Sigma: Concepts – Steps and Tools – Define, Measure, Analyse, Improve and Control (DMAIC) Methodology of Six Sigma Implementation – Define, Measure, Analyse, Design and Verify (DMADV) Methodology for High Performance Designs – TQM vs. Six Sigma – Lean Six Sigma – Assessing Readiness for Six Sigma

### **UNIT III**

Total Quality Management – Principles and Practices ; Customer Satisfaction – Total Employee Involvement – Total Production Maintenance – Total Quality Control – Zero Defect - Quality Assurance – Quality Circle – Quality Audit.

### **UNIT IV**

Quality Function Deployment – Failure Mode and Effect Analysis – Taguchi Loss Function Approach and Robust Design

Reliability: Definition and Concepts – Product Life Characteristic Curve – Bath Tub Curve – Reliability Function – Reliability Engineering.

## UNIT V

Quality Standards: ISO 9000:2000 – Concepts – Certification Requirements – ISO 9000 in Indian Business Environment - ISO 14000: Concepts and Importance – Six Sigma Certification – Service Quality Measurement

HR Issues in Quality: Teamwork – Leadership – Quality Culture – Organisational Change – Sustaining Change

## Reference Books

1. Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield, G.,Urdhwareshe, Total Quality Management, 3<sup>rd</sup> Edition, Pearson Education, 2010.
2. Charantimath, P., Total Quality Management, 2<sup>nd</sup> Edition, Pearson, 2011.
3. Dennis, P., Lean Production Simplified: A Plain Language Guide to the World's Most Powerful Production System
4. Evans, J., and Lindsay, W.M., The Management and Control of Quality, 8<sup>th</sup> Edition, South Western, 2012.
5. Evans, J., Quality Management, Organization and Strategy, 6<sup>th</sup> Edition, Cengage International, 2011.
6. George, M.L., Lean Six Sigma, Tata McGraw-Hill Education, 2002.
7. Gupta, S. and Valarmathi, Total Quality Management, 2<sup>nd</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
8. Imai, M., Gemba Kaizen: A Commonsense, Low-Cost Approach to Management, Tata McGraw-Hill Education, 2011.
9. Montgomery, D., Statistical Quality Control – A Modern Introduction, 6<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2010.
10. Oakland, J., TQM: Text with Cases, 3<sup>rd</sup> Edition, Routledge, 2003.
11. Osada, T., The 5S's: Five Keys to a Total Quality Environment, Asian Productivity Organization, 2003.
12. Pyzdek, T. and Keller, P., The Six Sigma Handbook, 3<sup>rd</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd, 2010.
13. Urdhwareshe, H., Six Sigma for Business Excellence: Approach, Tools and Application, Pearson, 2010.

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