MASTER OF BUSINESS ADMINISTRATION (MBA-Off Campus)

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION

Note: 1. Examination in each subject will be of 3 hours duration.
   2. Maximum marks for external/written examination is 80 marks and Internal assessment is 20 marks.

Instructions to the paper Setters:

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS: Set 10 questions in all. Three or Four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

IF THERE ARE FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

SCHEME OF EXAMINATION

FIRST SEMESTER

<table>
<thead>
<tr>
<th>Title</th>
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<tbody>
<tr>
<td>MBA (O)301 MANAGERIAL ECONOMICS</td>
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<tr>
<td>MBA (O)302 QUANTITATIVE TECHNIQUES FOR</td>
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## THIRD SEMESTER

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<td>MBA (O) 316</td>
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<td>MANPOWR PLANNING &amp; PERFORMANCE APPRAISAL</td>
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<td>LABOUR ECONOMICS AND LABOUR POLICY</td>
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<td>MBA (O) 347</td>
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Total Marks 2000
MANAGERIAL ECONOMICS

Programme : MBA (O) 301
Semester : I

Learning Objective

To provide basic theories and analysis of the behavior of various economic agents (individuals and firms). Further, the course also aims at providing an appreciation of application of various microeconomic theories and concepts in managerial decision-making.

Detailed Syllabus

UNIT-I

INTRODUCTION OF MANAGERIAL ECONOMICS : Economy, its working and basic problems, Role of Market mechanism in solving economic problems. Nature and scope of Managerial Economics, Role and responsibilities of Managerial economists, Importance of Managerial Economics.


UNIT-II

Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand.


Elasticity of Demand: Concept, Determinants and Measurement of Price Elasticity of Demand, Income and Cross Elasticity of Demand, Relationship between Price Elasticity, AR and MR. Importance of Elasticity of Demand.

Demand Estimation and Demand Forecasting: Concept and Methods of Demand Estimation - Market Experiment Method, Survey of Consumer's Intentions and Regression Analysis. Concept, Rational and Scope of Demand Forecasting, Pre-requisites of a good forecast, Method of Demand Forecasting - Expert Opinion, Opinion Polls and Market Research, Trend Projections and Composite and Diffusion Indices.

UNIT-III

Production function: Concept and Types of Production Function, Returns to factor and Returns to Scale, Law of variable Proportions. Least Cost Factor Combination for a given output, Estimation of Production Function.

UNIT-IV

Perfect Competition: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run


Imperfect Competition: Imperfect Completion, Demand Curve, Monopolistic Completion, Product Differentiation - Types of Product Differentiation - Oligopoly, Kinked Demand Curve, Cartel Formation, Market-sharing Cartels, Price Leadership, Price Leadership by a low-cost firm, Price Leadership by dominant firm, Barometric Price leadership.

Unit-V


Recent Development: An introduction to asymmetric information, Moral Hazards.

REFERENCE BOOKS

Managerial Economics
Managerial Economics
Microeconomics
Economics, 17th edition
Managerial Economics : Economics Tolls for Todays Decision Makers, 4th edition
Managerial Economics
Managerial Economics
Managerial Economics Analysis, Problems Cases
Managerial Economics

AUTHOR
Mark Hireshey, 10th edition, Thomson
Craig Peterson and Lewis and Jain, Pearson Education
Dr. V Panduranga Rao - IBS Publication
Keat, Pearson Education.
Mark Hireshey, 10th edition
Truett+Trueet, 8th edition, Wiley
QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS

Programme : MBA (O) 302
Semester : 1

Learning Objective :

To provide concepts of quantitative techniques that help managers in decision making process and to build the foundation for courses like Operation Management and Portfolio Management.

Detailed Syllabus :

UNIT-I


UNIT-II

Estimation : Properties of Estimator, Point and interval Estimation, Estimator and Estimates, Confidence Intervals. Interval Estimates of Mean and Proportion from Large Samples.

Testing of Hypotheses : Basic Concepts, Type I and Type II Errors, One Tailed and Two Tailed Tests. One Sample Tests, Hypothesis Test of Means when Population Standard Derivation is Known and when Unknown, Hypothesis Testing of Proportions for Large Samples. Two Samples Tests for Equality of Means for Large and Small Samples, Equality of Means for Dependant Samples, Difference between Proportions for Large Samples.

UNIT-III

Chi-Square : Chi Square Test of Independence and Goodness of Fit.

Analysis of Variance : Test for Difference among more than Two Samples. Inference about a population variance and about two population variances, one way and two way analysis of variance.


UNIT-IV

**Time Series and Forecasting**: Variations in Time Series, Trend Analysis-fitting linear and second degree trends, Cyclic Variations, Seasonal Variation (Computing using Ratio to Trend Method), irregular Variations.

**UNIT-V**

**Decision Theory**: Decision Making Environments, Decision Making under Uncertainty (Maximax, Maximin, Equally Likely, Hurwicz criterion, Mini Max Regret) and risk (excepted profit/loss). Using continuous Distributions: Marginal Analysis, Utility as a Decision Criterion, Decision Tree Analysis.

**Linear Programming and Transportation Problems**: Formulating Linear Programming Problems-its structure and variables, Nature of feasible, basic and optimal solutions. Solution of LP Problem through graphic, Simplex method, Transportation Problems.

**REFERENCE BOOKS**

<table>
<thead>
<tr>
<th>Book Title</th>
<th>Author</th>
</tr>
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<tbody>
<tr>
<td>Quantitative Methods for Business</td>
<td>David R. Anderson, Dennis J. Sweeney and Thomas A. Williams Thomson Learning, New Delhi.</td>
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<tr>
<td>Statistical Methods</td>
<td>Digambar Patri &amp; DN Patri.</td>
</tr>
<tr>
<td>Business Statistics</td>
<td>J.K. Sharma, Pearson Education.</td>
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</table>
ACCOUNTING FOR MANAGERS

Programme : MBA (O) 303
Semester : 1

Learning Objective :

The objective of this course is to acquaint learners with various accounting concepts and highlight the techniques of decision making for day to day business.

UNIT-I


UNIT-II

Understanding, constructing and analyzing Trial Balance and adjustments, Profit & Loss Accounts, Balance Sheet, Funds Flow and Cash Flow Statement.

UNIT-III

Cost concepts, Types of Cost, Cost drivers, Cost determination, Absorption and marginal costing, Cost-Volume-Profit Analysis.

UNIT-IV

Cost Analysis and control techniques: Budget Preparation, Standard Costing, Variance Analysis excluding complexed, Budgeting and Budgetary control.

UNIT-V


REFERENCE BOOKS

Introduction to Management Accounting
Managerial Accounting
Accounting for Management Text & Cases

AUTHOR

Horngren, Sunden and Ostratton. Prentice Hall of India.
Hilton, McGraw Hill.
Bhattacharyya, Dearden, Vikas Publishing House.
Organizational Behaviour

Programme: MBA (O) 304
Semester: 1

Learning Objective:
To provide a strong conceptual framework for the study, understanding, and application of organization behaviour and to apply behavioral techniques to manage human resources in a better manner.

UNIT-I

Introduction:
OB: Fields contributing to OB, Managers' roles and functions, OB in the context of globalization, workforce diversity-challenges and opportunities for OB.

UNIT-II

The Individual:

Foundations of Individual Behaviour: Biographical characteristics, ability-Job fit, application of the learning theories behaviour modification.


Personality and Emotional Quotient (EQ): The Meaning of Personality, Personality Determinants- Personality Traits The big five model, emotional quotient.

Motivation: From concepts to Applications.

UNIT-III

The Group:


Communication and group decision making.
**Leadership**: Understanding Leadership-Theories-Trait Theories-Behavioral Theories-Contingency Theories-Leadership Styles-Leadership Skills-Determinants of Leadership-Challenges to leaderships in virtual teams.

**Power & Politics**: Definitions of Power-Distinction Between Power and Authority-Bases of Power-Power Structure and Block-impression management-political behaviour in organizations.

**Conflict & Inter Group Behaviour & Collaboration**: Sources of Conflict, Intra-individual Conflict, Interpersonal Conflict, Inter-group Behaviour and Conflict, Organizational Conflict. Negotiations-Approaches to Conflict Management-Collaboration.

**UNIT-IV**

**Organization structure**:


**Organizational Culture**: Functions of O.C., Creating & Sustaining O.C. & Development Implication of O.C. for performance and satisfaction.

**Work Stress**: Causes of Stress-Organizational and Extra Organizational Stressors-Group Stressors-Individual Stressors Stress coping Strategies.

**UNIT-V**

**Organizational Dynamics**:


**REFERENCE BOOKS**

<table>
<thead>
<tr>
<th>Book</th>
<th>Author</th>
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<tbody>
<tr>
<td>Organizational Behaviour, Concepts, Controversies &amp; Applications</td>
<td>Stephen P. Robbins- Prentice Hall, India</td>
</tr>
<tr>
<td>Human Behaviour at Work</td>
<td>Keith Davis</td>
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<td>Management of Organizational Behaviour</td>
<td>Hersey Blanchard</td>
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<td>Organizational Behaviour</td>
<td>Uma Sekhran</td>
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<tr>
<td>Organization Theories</td>
<td>Gary Desslar, Prentice Hall, India</td>
</tr>
<tr>
<td>Organization Psychology</td>
<td>Edgar S. Sehein</td>
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<tr>
<td>Management Process and Organizational Behaviour</td>
<td>L.M. Prasad, Sultan Chand &amp; Sons</td>
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<tr>
<td>Organization Behaviour</td>
<td>K. Ashwathappa. Tata McGrew Hill</td>
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MANAGEMENT FOR ORGANIZATION

Programme : MBA (O) 305
Semester : 1

Learning Objective :

To know and understand the basics of management process and concept.

Unit-I


Unit-II


Organization-Meaning Importance, Principles and Types.


Unit-III

Organizing: Process, design, structure, types of authority, delegation, decentralization, centralization.

Communication: Process, objectives, Barriers and break downs in communications. Cross cultural communication.

Staffing- defined job analysis, MPP, Recruitment, Selection, Training, Job Rotation, Rewards and recognition.

Unit-IV

Directing- Defined elements, importance, nature of direction, principles, types and techniques of Direction.

Co-ordinating- defined characteristics, Types, Need, Objectives & Principles and Techniques. Difference between co-ordination and co-operation.
Motivation-Defined Importance, Principles, Relationship of Motivation with Efficiency at the Work Place, Maslow's, McGregor & Herzberg's Theories of Motivation.

Unit-V


Management by Objectives (MBO): Defined Characteristics, Actions to be taken at the Organizational level and individual level, Reviewing Performance. Benefits of MBO. Pros and Cons of MBO.

REFERENCE BOOKS

<table>
<thead>
<tr>
<th>Book</th>
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<tbody>
<tr>
<td>Organization Theory and Behaviour.</td>
<td>C. Herbert G. Hicks C. Ray Gullet</td>
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<tr>
<td>The History of Management Thought</td>
<td>Claud S. George</td>
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<tr>
<td>Management thought and thinkers</td>
<td>R.N. Singh</td>
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<tr>
<td>Management theory and application</td>
<td>Rue and Byors</td>
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<tr>
<td>Organization theory: selected readings</td>
<td>B.S. Pugh(edt.)</td>
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<tr>
<td>The theory of organization</td>
<td>David Silverman</td>
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<tr>
<td>Organizations, Structure, Process and Outcomes</td>
<td>Richard H.Hall</td>
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<tr>
<td>Makers of Management</td>
<td>David Clutterback and Stuart Crainer</td>
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<td>Understanding Organizations</td>
<td>Charless Handy</td>
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<td>Management Gurus</td>
<td>Huezymsk Andrez</td>
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<tr>
<td>Essential of Management</td>
<td>Koontz O'Dornel &amp; Weirich</td>
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<td>Managing in a time of great change</td>
<td>Peter Drucker</td>
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Learning Objective:

One of the most important tasks of Manager is to take decision, which in turn is influenced by numerous factors, which are normally beyond the control of the management. One such factors is the environment which surrounds the organization. The success of business depends to a large extent not only on its macro environment. The main objective of this course is to expose the future managers to such environmental factors like Economic, Socio-cultural, Political-legal, technological etc. Also, to understand how they affect the working of an organization and above all to scan the environment and to determine how the decision or strategy should work in the projected environment.

UNIT-I

Theoretical Framework of Business Environment:

Concept, significance and nature of Corporate Environment. Critical elements of various broad environment factors, Changing dimensions of Corporate Environment.

Emergence of new business houses in India (RIL, Hero, Oswal etc.)

Techniques of Environmental Scanning.

Environmental Scanning of some industries like T.V. Cold drinks, Soaps & detergents

UNIT-II

Economic Environment of Business:

The Critical elements of Economic Environment

The philosophy of growth in India. Evolution of economic thinking in India

Economic systems and business environment

Industrial policy and Indian business

Fiscal policy and Indian business

Monetary policy as an Instrument of Growth

Union Budget as a tool of effective control & environment and evaluation of last few budgets
Public sector as an environment: its critical appraisal and privatization debate

Development banks and their relevance to Indian business

Economic Reforms, Liberalization and structural adjustment programmes.

UNIT-III

Political Legal Environment of Business :


Economic ideology of major political parties.

Subsidies, Protection and institutional support to corporate sector.

The economic roles of the Government.

Growth and control of Corporate sector in India.

Political dimensions of doing Business in India.

Changing dimensions of legal environment in India.

FEMA and Licensing policies, Consumerism & Consumer Protection Act.

UNIT-IV

International and Technological Environment :

MULTINATIONAL Corporation, foreign collaborations and Indian business.

Non-Resident Indians and Corporate Sector.

World Bank, IMF Policies & India Trade. Barriers and WTO.

Foreign trade policies & impact of devaluation of rupee.

The technological environment in India.

Policy for Research and Development.

Technology and economic development.

Appropriate technology and problems of technology transfer.

Problems associated with sophisticated technologies in a Labour Surplus Economy.

Globalization: Threats & opportunities for Indian Business.
UNIT-V

The critical elements of socio-cultural environment:

Social Institution and system, social values and attitudes.

Social groups, Middle class emergence in India.

Dualism in Indian Society and problems of uneven income distribution in India.

Emerging rural sector in India and Indian Business.

Social responsibility of business.

REFERENCE BOOKS

<table>
<thead>
<tr>
<th>Book Title</th>
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<tbody>
<tr>
<td>Management policy and strategy Marwell.Ch.2</td>
<td>Steiner</td>
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<tr>
<td>Business policy and strategic management McGraw Hill. Ch.3</td>
<td>Glueck, Tauch</td>
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<tr>
<td>Environmental Factors relevant for Strategy formulation Indian Management Jan,1987</td>
<td>M.R. Dixit</td>
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<tr>
<td>Regulation and development Seye Pub. Ch.1-7</td>
<td>Sharad S. Maratha</td>
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<tr>
<td>The Indian Economy-Ch.1,2,3,7</td>
<td>Bimal Talan</td>
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<tr>
<td>Industrial Growth in India, Oxford</td>
<td>I.J.Ahuwalia</td>
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<tr>
<td>Strategic Planning for corporate success</td>
<td>V.S. Ramaswamy And Name Kr.</td>
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<tr>
<td>Development Planning Oxford University</td>
<td>Dr. S. Chakravarty</td>
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<td>Legal Environment of Business Himalaya Pub</td>
<td>K. Aswathappa</td>
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<td>Government and Business in India.</td>
<td>N.K. Sengupta</td>
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<td>Indian Economy Ch.3,4,5,8</td>
<td>V.K.Puri &amp; Mishra</td>
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<td>Economic Environment of Business</td>
<td>M. Adhikary</td>
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<tr>
<td>Economic Survey Various issues</td>
<td>Govt of India</td>
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<tr>
<td>Transactional Corporations in a developing county</td>
<td>Joh. Marthinunon</td>
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</table>
Learning Objective:

To help students understand, appreciate and analyze work force at the managerial and non-managerial levels. The course also facilitates learning of various concepts, new trends and skills required for Planning, managing and development of human resources for organizational effectiveness.

Detailed Syllabus

UNIT-I


Human Resource Management at Work: Line Vs Staff Authority-Globalization and its impact on HR-IT Systems and HR.


UNIT-II

Human Resource Planning (HRP): Definition-Need and Importance of HRP-Process of HRP-Levels and Types of HRP-Forecasting Demand for employees-Forecasting supply for employees-Balancing supply and demand consideration-HRP Model.

Recruitment and Selection Process: Definition and concept of Recruitment-Factors Affecting Recruitment-Sources of recruitment-Information technology and HR recruiting on the net-methods and Techniques of recruitment-Recruitment Policies.

Selection Process-Person Job Fit-Person Organization Fit-Elements of Selection Process-Steps in the Selection Procedure-Various types of Test-Selection Interview: Methods, and Process (including reference check and medical examination)-Placement and induction-Competency testing systems.

UNIT-III


Managing Careers: Concept-Career stages-Career Anchors-Career Development Cycle-Benefits of career planning to individual as well as organization-Internal mobility: promotions, transfers, Separation and Succession planning.

UNIT-IV


Grievance Handling: Grievance-Causes/Sources of Grievances-Grievance Redressal Machinery-Model Grievance Procedure Legislative Aspects of the Grievance Redressal Procedure in India. Domestic enquiry, Discipline and disciplinary actions-Dismissal and Discharge of an employee-Trade Unions.

UNIT-V

Quality of Work-Life-Emerging Trends: The Concept of Quality of Work Life (QWL)-Strategies for Improving QWL, Family integration Processes, Quality Circles. HR audit Need & Importance.


REFERENCE BOOKS

<table>
<thead>
<tr>
<th>Book Title</th>
<th>Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel / Human Resource Manger</td>
<td>David A Decenzo &amp; Stephen P Robbins</td>
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<tr>
<td>Human Resource Management</td>
<td>Gary Dessler</td>
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<tr>
<td>Human Resource Management</td>
<td>Machael R Camell, Nobert F Elbert &amp; Robert D Hatfield</td>
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<tr>
<td>Managing Human Resources</td>
<td>Bohlander &amp; Snell</td>
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<tr>
<td>Human Resource Management, 7e</td>
<td>John M Ivancevich</td>
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<tr>
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<td>Wayne F Cascio</td>
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<tr>
<td>Human Resource Management</td>
<td>Micheal Armstrong-Kogan Page</td>
</tr>
<tr>
<td>Human Resources and Personnel</td>
<td>K Aswathappa-Tata Mcgraw-Hills</td>
</tr>
<tr>
<td>Management-Text and Cases</td>
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</tbody>
</table>
FINANCIAL MANAGEMENT

Programme : MBA (O)308

Semester : II

Learning Objective :

1. Establish a framework for corporate financial decisions.

2. Understand major decisions, objective function of the firm and major tools available to face the decision making process to achieve objective function of firm.

Course Contents

Unit-I

Corporate Finance Function- Concept, scope, objective and its relationship with other functional areas.

Understanding financial statements- Ratio analysis, Cash Flow Statement, EVA.

Financial and Profit Planning- Proforma income statement and balance sheet and cash flow forecasting.

Present value- Time value of money as basis of financial decision making, mathematics of finance.

Risk and Return- Concept of risk, relationship between expected portfolio return and risk, models for risk and return-Capital Market Line, CAPM

Unit-II

Investment Decision Making- Estimating free cash flows, cost of capital, decision rules, budgeting rules to projects when facing capital rationing constraints.

Project choice under Risk and Uncertainty- Sensitivity and scenario analysis, discounted break-even analysis, decision three, Monte-Carlo Simulation and Project choice in a CAPM framework.

Organizing and Following up on Investment Analysis- Major determinants of project success, common efforts in investment analysis and framework of following up on investment analysis.

Unit-III

Capital Structural Planning- Operating and Financial leverage; Capital structure theories and value of firm; capital structure planning and policy; cost of capital.

Dividend Policy- Dividend theories, determinants of dividend policy, share buyback, retention of profits.
Unit-IV


Working Capital Financing: Trade credit, bank finance, commercial paper, factoring, money market instruments.

Unit-V


Innovative Financial Instruments- Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, warrants.

Capital Market Efficiency and Indian Capital Markets.

REFERENCE BOOKS

<table>
<thead>
<tr>
<th>AUTHOR</th>
<th>YEAR</th>
<th>BOOKS</th>
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</thead>
<tbody>
<tr>
<td>Vanhorne</td>
<td>2004</td>
<td>Financial Management, Pearson Education, 12 Education</td>
</tr>
</tbody>
</table>
MARKETING MANAGEMENT

Programme: MBA (O) 309
Semester: II

Learning Objective:

To equip the students with the basic concepts and practices of modern marketing and provide the understanding of different marketing processes, analyzing opportunities and selecting target markets.

Detailed Syllabus


UNIT-I

Market Environment:

Global Environment: Basis for International Trade and Multi-national Investment-Operating in more than one national environment: Challenges Involved-Differences in Micro and Macro Environment: Bridging the International Gap.

UNIT-II

Industrial Markets: Special Characteristics of Industrial markets, Importance of selling for an Industrial marketers.

UNIT-III

Positioning: Competitive Differentiation-Concept of Positioning-Positioning as Strategy-Communicating your Positioning Strategy. Positioning by usage, by user, by product benefit etc.
UNIT-IV

Creating Competitive Advantage: Competitor Analysis-identifying the Company’s Competitors-Determining, Competitor’s Objectives-identifying the Competitor’s Strengths and Weaknesses-Estimating Competitor’s Reaction Patterns-Selecting Competitors to Attach and Avoid.


Competitive Strategies-Competitive Positions –Leader Strategies-Challenger Strategies-market-Follower Strategies-niche Strategies-balancing Customer and Competition Orientations; Competitive arena mapping.


UNIT-V

Direct and Online Marketing: Growth of direct marketing-Customer database and direct marketing-Channels of direct marketing-Online marketing-internet and E-commerce.


REFERENCE BOOKS


MARKETING MANAGEMENT PLANNING, IMPLEMENTATION AND CONTROL: THE INDIAN CONTEXT

Marketing, 2nd edition

AUTHOR

Philip Kotler-Prentice-Hall, India

V S Ramaswamy and S Namakumari-MacMilan India Limited

Warren J Keegan, Sandra E Moriarty and Thomas R Duncan-Prentice-Hall
INFORMATION TECHNOLOGY FOR MANAGERS

Programme : MBA (O) 310
Semester : II

Learning Objective :

To provide basic concepts of information system and related information technologies like Database and Computer networks.

To enable the end user to develop simple information systems using Personal computer and tools.

Detailed Syllabus

UNIT-I

Information System (IS) Concepts :


Information System Development :

Concepts : Approaches to IS Development, System Development Life Cycle (SDLC), Prototyping RAD, Phases in SDLC, Requirement Analysis, Design, Implementation and Maintenance, Make or Buy Decision for IS Development.

UNIT-II

Information Technology for IS :

Database Management : Basic concepts, Data Models, Advantages of Database Approach, Overview of E-R Modeling, Entity, Attributes, Relationships, Key Concepts, Normalization, Basic Normal Forms, overview of SQL.

Developing Access Database : Defining fields for a table, Choosing required data types, defining fields properties, setting primary key, defining indexes, saving the table, Modifying table structure, Establishing relationship among tables, entering and viewing data from the tables, creating queries by example, running a query, Building queries using Expression builder.

UNIT-III


Information Systems in Business :

Information Systems in Functional Areas: HR, Marketing, Finance, Production; sources of competitive advantages, IS for Competitive Advantages.

UNIT-IV


Web Technologies: Tools and technologies for making web page operational web servers.

UNIT-V

Managing Information Systems:

IS Security: IS security, IS vulnerability and computer crime, protecting information system, Disaster Recovery Planning, Auditing.

Current Developments: Concepts of Data warehousing, Data Mining, Internet 2, Mobile communication.

REFERENCE BOOKS 

INFORMATION Systems Today 
Leonard Jessup, Joseph Valacich, PHI

MIS: Managing Information Technology in the Networked Enterprise 
James A O’Brien, PHI

Advanced Cases MIS 
J.A. Brady, EF Mark, Tomson Course Technology

MIS: Managing the Digital Firm 
K.C. Lauden, J.P. Lauden, Pearson Education

Microsoft Access: Plain and Simple 
Curtis Frye, Prentice Hall India
MBA (OFF CAMPUS)
3rd SEMESTER

MBA(O): 311 Strategic Management
MBA(O): 312 Research Methodology

**Group- A Marketing**
MBA(O): 314 Sales &Distribution Management
MBA(O): 315 Product &Retail Management
MBA(O): 316 Advertising and Consumer Behaviour

**Group-B Finance**
MBA(O): 317 Management Control System
MBA(O): 318 Strategic Financial Management
MBA(O): 319 Strategic Cost Management

**Group-C HRM**
MBA(O): 320 Organization Development
MBA(O): 321 Manpower Planning & Performance Appraisal
MBA(O): 322 Training &Development

**Group-D Production &Technology**
MBA(O): 323 Advanced Operations Research
MBA(O): 324 Total Quality Management
MBA(O): 325 Technology Management

**Group E: International Business**
MBA(O): 326 International Marketing
MBA(O): 327 Global Trade Environment
MBA(O): 328 International Financial Management
MBA(O): 311- STRATEGIC MANAGEMENT

Objectives: The main object of the course is to expose the students to the strategic issues in decision making.

UNIT-I
Definition, nature scope and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists.

UNIT-II
Internal Appraisal. The internal environment, organizational capabilities in various functional areas and Strategic Advantage profile. Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success factors (CSF)

UNIT-III
Corporate level strategics-Stability, Expension, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy.

UNIT-IV

UNIT-V
Leadership and corporate culture, Values. Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.
Strategic control and operational control. Organizational systems and Techniques of strategic evaluation.

Books Recommended:
2. R.Srinivasan, Strategic Management. The Indian context. Prentice Hall,2005
MBA(O): 312- RESEARCH METHODOLOGY

Objectives: The object Research Methodology of the course contents is to make the learner aware of the basic concepts of Research Methodology and prepare them for conducting research project.

UNIT-I

UNIT-II

UNIT-III
Scale Construction Techniques, Multi Dimensional Scaling. Designing Questionnaire Interviewing.

UNIT-IV

UNIT-V

Books Recommended:
1. C.R.Kothari, Research Methodology
2. S.L.Gupta, Marketing Research, Excel Books
GROUP – A: MARKETING

MBA(O):314-SALES AND DISTRIBUTION MANAGEMENT

Learning Objective: To develop understanding and skill about concepts, method and strategies of sales and distribution management.

UNIT-I

Introduction to Sales Management;
Introduction to sales management, Evolution of sales mgt, Nature and importance of sales management, role and skills of modern sales managers, emerging trends in sales management, sales objectives, strategies and tactics; Planning sales forecasting, developing sales forecasts, forecasting approaches.

UNIT- II

Defining sales territories and quotas;
Managing sales territories and quotas: Definition of sales territory, procedure for designing sales territories, assigning sales people to territories.

UNIT-III

Concepts of sales organizations, basic types of structures; size, recruitment and selection of sales force. Training, motivating, compensating and leading sales force

UNIT-IV

Marketing Channels; Marketing Channels, principles of channel management, channel participants, channel levels, channel development and management, negotiations, channel performance measurement. Channel power, channel conflict

UNIT-V

Retailing and Wholesaling; Channel institutions: Retailing; Introduction, definition, retail scene in India, types of retailers, organized retailing in India, role of retailer. Wholesaling: Introduction, definition, functions of wholesales, classification of wholesalers, Trends in wholesaling in India

Books Recommended:
Sales and Distribution Management by - Tapan Panda and Sunil Sahadev Oxford publication.
MBA(O):315 - PRODUCT AND RETAIL MANAGEMENT

Objectives: To Study practical aspects and impart skills of Marketing Research and new product development and Retail Management.

UNIT-I
Product Management:
Introduction and meaning, five product levels, product characteristics, product classifications, differentiation, packaging and labeling, tasks in product management, product system and mixes, product line, product mix, depth and width. Product line analysis, line stretching, down market stretch, up market stretch, two way stretch, line filling, line pruning

UNIT-II
New Product Development:

UNIT-III
Introduction to Retail Management:
Retail management, introduction, meaning, characteristics, and emergence of retailing, Types of Retailers, Multichannel Retailing; Retailing Environment: Indian perspective, role of retailing, trends in retailing-Problems of Indian Retailing Current Scenario: Future Course

UNIT-IV
Retail Strategy:

UNIT-V
Retail Merchandising:
Managing the store-Store Layout, design, and Visual Merchandising, Customer Service, pricing strategies and practices, deciding on the best strategy; Management of relationship, evaluation of relationship marketing, relationship marketing in organized and unorganized retail sector, retail research and retail audits.

Books Recommended:
Boyd H W & Westfall: Marketing Research text and cases Richard Irwin Inc.
Philip Kotler(Marketing Management-Analysis, Planning and Control- New Delhi, PHI-
MBA(O):316-ADVERTISING AND CONSUMER BEHAVIOR

Objectives: To inculcate skills in students for understanding the consumer behavior. To understand the objectives of advertising and the means of achieving these objectives

UNIT-I
Introduction to Marketing Communication:
The Role of Marketing Communications, Communications Mix: Advertising, Introduction to Sales Promotion, Public Relations and Publicity, events and experiences, Direct and Interactive Marketing, Personal Selling.

UNIT-II
Introduction to advertising:
Origin and development of advertising, legal framework of advertising, DAGMAR approach, Advantages and Disadvantages of advertising

UNIT-III
Advertising objectives, agency role:
Developing advertising objectives, advertising planning and budget, Types of advertising, advertising layout and media, Advertising agencies, role and importance, Client agency relations, advertising in India: problems and prospects

UNIT IV
Introduction to consumer behavior:
Introduction to consumer behavior, external influences affecting consumer behavior: Demographic, economic, socio-cultural, natural, technological and political environment. Internal influences affecting consumer behavior: Perception, learning, memory, motivation, personality and self concept.

UNIT V
Consumer decision process:
Consumer decision process, situational characteristics and consumption behavior, consumer decision making process, Post purchase behavior

Books Recommended:
2. Advertising and Promotion, George E. Belch & Michael A. Belch (Tata Mc Graw-Hill)
GROUP – B (FINANCE)

MBA(O):317 - MANAGEMENT CONTROL SYSTEMS

Learning Objective: To develop the abilities and potential in students to inbuilt and evaluate management control system.

UNIT-I


Strategies and Management Control: Strategic Planning, Nature and Process of Strategic Planning, analysis of Programs, Management Control and Operational Control,

Behavior in Organization: Goal Congruence, Informal and Formal Control System Cybernetic Paradigm of Grissinger - Functions of the Controller.

Designing Management Control Systems

UNIT-II

Responsibility Centers: Expense Centers, Profit Centers and Investment Centers, Revenue Centers, Marketing Centers.


Reward and Compensation: Characteristics of Incentive Plans, Stock Options, Phantom Shares, Performance Shares

UNIT-III


Analyzing Financial Performance


UNIT-IV

Variation in Management Control: Revolution in Management Control, Emerging Management System, Implications of Management Accounting In Controlling, Control for Differentiated strategies.

Modern Controlling Methods: Just in Time, Total Quality Management, Computer Integrated Manufacturing, Decision Support System

Audit Function: Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives

UNIT-V

Management Control Systems in Service Organizations, Management Control Systems in Multinational and Export Organizations, Management Control Systems in Financial and Other Organizations

Books Recommended:
4. Management control system, Joshi, Everest Publishing House
MBA(O):318 - STRATEGIC FINANCIAL MANAGEMENT

Learning Objective: To enable the students to implement various techniques to make commercial value added decisions in strategic financial management and to adapt the factors affecting those decisions.

UNIT-I
Introduction: Theory of Corporate Finance, Mean – variance synthesis, Meaning of SFM, Evaluation of costs and benefits, Strategy & strategist, Financial Goals and Strategic Consequences, 9-s model for SFM.
Strategy Formulation: Meaning, Strategic planning process, and its link with investment decisions, Long term financial planning, use of free cash flow in financial planning, Strategic planning for multinationals.

UNIT-II
Efficient Markets: Forms, Test for return predictability, Event Studies.
Capital Structure: Optimal Capital Structure, Debt Covenants, Convertibles, Stock Buy-back Decisions, Short term Financing, Linear Programming Approach,
Cost of Capital: Introduction, Impact of varying capital structures on the cost of capital, Role of Cost of Capital in linking Assets and Liabilities, Consistent Valuation and Cost of Capital expression with corporate and personal taxes.

UNIT-III
Corporate Valuation: Reasons for valuation of business enterprise, Different Approaches to enterprise valuation, Market Related Valuation-At replacement cost and realizable value, future cash flows, Market Capitalization, Economic value added approach
Financial Aspects of Supply Chain Management strategy: with respect to Vendor management, Purchasing, Inventory control and its techniques, Distribution Management, Relationship with dealers, Product pricing, Marketing cost analysis

UNIT-IV
Interest Rate and Exchange Risk: Introduction, Relation between Interest rate and foreign exchange risk, identification of interest rate, and foreign exchange exposure, yield curves and their significance to financial managers,
Hedging Risk: hedging risk using forwards, futures, options, swaps, FRAs and other products, option valuation: Risk Neutral, Replication, Binomial and Black- Scholes Approach,
UNIT-V

Financial Restructuring: Need for financial restructuring, Restructuring through privatization, Restructuring of sick companies,

Mergers and Acquisitions: Meaning of Mergers and Acquisitions, Demergers, Reverse Mergers, Accounting standard 14, Provisions of companies act on amalgamations, minority interest, Tax implications of mergers, Demergers, planning for post-merger success and audit, Leverage buy-out,

Other Forms: Joint ventures, Accounting standard 27, Hostile Takeovers, Defense against Take-over, Slump Sale, Reasons for Strategic Failures, Corporate reorganization, divestments, buy-outs and buy-ins, corporate restructuring, going private, share repurchases.

Books Recommended:-
3. Takeovers, Restructuring, and Corporate Governance- Weston, Mark Mitchell and Mulhrin Harold-Pearson Education.
MBA(O):319 - STRATEGIC COST MANAGEMENT

Learning Objective: To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

UNIT-I
Activity Based Costing and Activity Based Management

UNIT-II
Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis,
Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis,
Waste Management-Scraps, defectives etc.,

UNIT-III
Performance Evaluation: Traditional Framework of Performance Evaluation, Balanced Scorecard,
Productivity improvement: Various tools and techniques including Kaizen and Six Sigma,

UNIT-IV
Variance Analysis with a Strategic Focus: Brand building,

UNIT-V
Supply chain Management; Cost Management through TQM System

Books Recommended:-
GROUP – C (HUMAN RESOURCE MANAGEMENT)

MBA(O):320-ORGANIZATION DEVELOPMENT (OD)

Learning Objective: Study of O.D. would help the students in applying behavioural science discipline to improving organizations and the people in them through the use of Theory and practice of planned change. Basically it would help you to understand how to solve problems, take advantage of opportunities and learn how to do better and better over time.

UNIT-I
Introduction to OD: OD- Concept, Nature, Meaning, Definitions and Need, History of OD; Values Assumptions and beliefs in OD; Foundation of OD – Models & Theories of Planned change, Process of OD.

UNIT-II
OD Interventions: Team Interventions: An overview of OD Interventions; Team Intervention; Intergroup and third Party Interventions; Comprehensive OD Interventions- Managerial grid, Beckard’s Confrontation Meeting, Scheins Cultural Analyses Survey feedback.

UNIT-III
Structural OD Interventions: Work redesign, Quality of work life; Quality Circles & Self Managed Team TQM & Business Process Re engineering

UNIT-IV
Important Issues & Consideration: Issues in consultant client relationship; System ramifications – Hr leadership and Involvement, Resistance to Change; Power Politics and O.D.

UNIT-V
The Future of OD: Role of OD in changing global business environment; OD in India-Opportunities & Challenges; Developing future organization through OD efforts – future prospects of OD.

Books Recommended:
1. Org Dev. by – French & Bell, Preative Hall Ltd.
2. Org Dev. by - Richard Beckard-Publishers
3. Org Dev. by - Warren Bennis- Publishers
Learning Objective: To appraise the students about the importance of Manpower planning especially into days dynamic environment where cost cutting and higher productivity is on the top of the agenda for any organization. With organization going flatter and downsizing or rightsizing is the mantra for success MPP becomes imperative. And performance appraised needs to be used a major motivational tool for effectiveness and efficiency.

UNIT-I
Introduction to Manpower Planning: Macro level scenario of MPP; MPP- setting up of objectives – organisation Planning Concepts and Process of MPP; Methods and Techniques of Demand forecasting and supply forecasting.

UNIT-II
Job Evaluation: Job Evaluation : Concepts, Methods, Scope and Limitation; Job analysis, Role analysis; Job specifications & Job descriptions.

UNIT –III
Areas of Importance in MPP: Recruitment, Selection, Placement & Induction; Transfer, Promotion & Reward policies; Training & Retraining needs Identification

UNIT- IV

UNIT-V

Books Recommended:
MBA(O): 322-TRAINING & DEVELOPMENT

Learning Objective: The purpose of this paper is to enable the organizations to identify the Training needs, design a training programme, implement it and evaluate its effectiveness. Basically it intends to unfold the hidden skills in managers and help them to acquire new skills to discharge their functions more effectively and efficiently.

UNIT-I
Introduction to Training: Training – Meaning, Definition, Scope, Objectives, Benefits & Problems; New Dimensions in Training in the era of globalization : cultural dimensions in training; Challenges and Opportunities for Training the Top, Middle and Junior Level Executives in Industrial banking and govt. departments.

UNIT-II
Training Need Analysis (TNA): Identifying Training needs : Organizational Analysis, Person analysis, Requirement Analysis; Issues in Training : Location, duration and Techniques & Methods of Training On the Job and off the job; Training for creativity & Leadership Training

UNIT-III

UNIT – IV
Implementation, Evaluation of Training: Implementation of Training: Training policy, factors influencing Training policy, Contents and advantages of Training; Trainers skills & Styles: competencies of a trainer, communication skills, Creativity, Technical & Interpersonal skill, self development & self awareness skills; Trainers Styles : Gillys Model, Trainers grid Trainers role, Training techniques etc.

UNIT-V
Development Needs: Development : Significance, nature and Preconditions, defining objectives and Development needs & Evolving a development policy; Issues in Development: Location, duration and techniques, Methods of development Creating Trust & Empowerment; Designing development plans for Industrial, Banks and govt. departments; Succession Planning : Objective, Steps and Advantages.

Books Recommended:
1. Training & Development : B. Janakiram biztantra Publications
2. Training for Management : T.A.A. Latif
3. Training for Development : Lynton & Pareek
4. Developing Executive Skills : Merills & Marting
5. Indian Journal of Training & Development : ISTD
GROUP – D (PRODUCTION & TECHNOLOGY)

MBA (OC) - 3223 ADVANCED OPERATIONS RESEARCH

Learning Objective: Study of Advanced Operations Research would help the students in gaining thorough knowledge of operations research in management.

UNIT I


UNIT II

Linear Programming: Concept and uses of Linear Programming and Optimization, Formulation of Linear Programming Problems, Matrix Form of Linear Programming, Advantages and Limitations of Linear Programming

Methods of Linear Programming: Basic Terms Graphical Method Simplex, Method – Maximization and Minimization Case, Duality, Sensitivity Analysis

UNIT III

Transportation and Assignment Model: Transportation Model and Trans-shipment Model, Assignment Problems, Difference Between Transportation Problem and Assignment Problem

Decision Theory: Decision Theory: Concept and Approach, Decision-making Environment, Decision-making Under Uncertainty, Decision-making Under Risk, Decision Tree Analysis

Network Models: Minimal Spanning Tree Problem, Shortest Route Problem, Maximum Flow Problem, PERT/CPM Network Components, Critical Path Analysis, Float and Slack Times, Cost Analysis

UNIT IV

Game Theory: Concept, uses and Limitations of Game Theory, Types of Games Maximin-Minimax Principle, The Dominance Method


Inventory Control: Concept of Inventory Control, Probabilistic Inventory Model, Deterministic Inventory Control Model, Selective Inventory Control Techniques

UNIT V

Queuing Models: Basic Elements of Queuing Model, Operating Characteristics, Poisson and Exponential Distributions, Symbols and Notations, Single Server Queuing Model

Dynamic Programming: Concept of Dynamic Programming, Decision Tree and Bellman’s Principle of Optimality, Functions and Characteristics of Dynamic Programming

Books Recommended:
2. Simmons D.M. Nonlinear Programming for Operations Research, PHI
MBA(O):324- TOTAL QUALITY MANAGEMENT

Learning Objective: The objective of the course is to acquaint the students with the application of total quality management techniques in the industry & its application.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

Text Book

Books Recommended:
Learning Objective: The objective of the course is to acquaint the students with the techniques and technology management to the used in the business.

UNIT-I
Technology Management: Scope, components, and overview. Technology and environment, Technology and society. Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis: steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.

UNIT-II

UNIT-III
Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.

UNIT-IV
Technology Transfer and Acquisition: Import regulations, Implications of ”Uruguay Round”, and WTO, Bargaining process, Transfer option, MOU. Technology Adoption and Productivity: Adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.

UNIT-V

Books Recommended:

MBA(O):325- TECHNOLOGY MANAGEMENT
GROUP – E (INTERNATIONAL BUSINESS)
MBA(O):326- INTERNATIONAL MARKETING

Learning Objective: The objective of the paper is to give the students an overview of various concepts, processes & benefits of International Marketing.

UNIT-I
Meaning and scope of international marketing, difference between domestic and international marketing. Direction & composition of Indian exports. International marketing tactics, reasons for entering export marketing and organization of an export department.

Unit-II
Indian export and import policy, export promotion organizations, export incentives. Export documents, processing of an export order, organization and structure of export and import houses.

Unit-III
International economic environment, world trade and non-tariff restrictions, role of WTO and Trading blocks, international monetary system.

UNIT-IV
The procedure and practices of processing of an export order, producing for exports, export quality control: export finance, shipment and procedures thereof.

UNIT – V
The selection of export markets, planning of export marketing strategy-product, pricing, promotion, and distribution channels. International marketing research.

Books Recommended:
MBA(O): 327 -GLOBAL TRADE ENVIRONMENT

Learning Objective: To understand the key issues and concepts related with related with Global Trade environment.

UNIT-I


UNIT-II

The Environment of Global Trade: The Cultural environment; Regional economic integration; Understanding emerging markets; The international monetary system and financial environment

UNIT-III

Strategy & opportunity assessment for the international environment/global environment: Country competitiveness/global market opportunity assessment; Entering & operation in International Markets

UNIT-IV

Functional Area Excellence: Global sourcing; Strategic Planning, Organization Implementation & Control; Marketing Strategy; Human Resource Management Strategy

UNIT-V


Books Recommended:
MBA(O):328 - INTERNATIONAL FINANCIAL MANAGEMENT

Learning Objective: To acquaint learners with International Finance Management concepts and Dynamic. Besides you with understand the motivational aspects of IFM for International Business.

UNIT-I
Intricacies of Foreign Exchange Markets: Spot and Forwards Exchange Rates; Eurocurrency and Domestic Interest Rates; Quotations and market rules.

UNIT-II
Parity conditions in International Finance: Purchasing Power Parity; Covered Interest Parity; Real Interest Parity; Parity Conditions and Managerial Implications.
Forecasting Exchanges Rates: Fundamental factors Affecting Exchange rates; Time Series Forecasting Models.

UNIT-III
International Sources of Finance for the firm: Bond Financing (Fixed and Floating Rate Notes); Loan Financing (Syndicates Loans); Securitized Financing (Euro note); Equity Financing (GDR & ADR); Features of Loan Agreements : Loan Negotiations.
International Financing Decision: Issues in Overseas Funding Choices; Economic Circumstances and overall funding Choices; Funding and Risk Management Aspects

UNIT-IV
Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment: Foreign Exchange Risk Management: Conceptual Overview, Nature of Exposure (Economic, Transaction, Translation), Hedging and Speculation

UNIT-V
Derivatives and Exposure Management: Currency Forwards; Currency Options; Currency Futures; Currency Swaps; Interest Rate Risk Management.

Books Recommended:
3. Allan C.Shaprio=-International Financial Management PHI
MBA (OFF CAMPUS)
4th SEMESTER

Max. Marks

MBA(O) 329 Corporate Governance 100
MBA(O) 330 Managing Technology (Ecommerce) 100
Specialized disciplines offered in the 3rd semester 300
to be continued in the 4th semester. 500

Group A: Marketing
MBA(O)333 International Marketing
MBA(O)334 Marketing of Services
MBA(O)335 International Trade Logistics

Group B: Finance
MBA(O)336 Management of Financial Services
MBA(O)337 Investment Management
MBA(O)338 Financial Statement Analysis

Group C: Human Resource
MBA(O) 339 Executive Compensation
MBA(O) 340 Labour Economics & Labour Policy
MBA(O) 341 Industrial Psychology

Group D: Production & Technology
MBA(O) 342 Productivity Management
MBA(O) 343 Business Process Re-engineering
MBA(O) 344 Enterprise Resource Planning

Group E: International Business
MBA(O) 345 International HRM Practices
MBA(O) 346 International Business Economics
MBA(O) 347 International Trade Logistics
Objective: The objective of the paper is to acquaint the student with the important of Corporate governance in current scenario.

UNIT-I
Meaning, Role & importance of Corporate Governance, Relationship between Corporate Governance and corporate strategy, Corporate Governance and Investors Relationship Management, Factors influencing quality of Governance Principles of Corporate Governance

UNIT-II
Corporate Governance and Financial performance quality of financial disclosures, reporting and transparency, Harmonization of Accounting standards, Audit Committee, Blue Ribbon Committee on improving the effectiveness of corporate audit.

UNIT-III
Corporate Governance-A global perspective, Committees on Corporate Governance, Cadbury Committee on financial aspects of Corporate Governance, Green Bury Committee on Directors’ Remuneration.

UNIT-IV
OECD Principles of Corporate Governance, CACH guidelines on Principles for Corporate Governance and Global Corporate Governance Forum, Hampel Committee Report.

UNIT-V
Corporate Governance in India, The Companies (Amendment) Act, 1999, Securities Laws (Amendment) Act, 1999, Committees on Corporate Governance, CII code-Desirable Corporate Governance (1998), Kumar Mangalam Birla Committee on Corporate Governance (2001), Companies (Appointment of small shareholder’s Director) Rules, 2001 and SEBI efforts for Corporate Governance

Books Recommended:
2. Surendar Kumar: Corporate Governance: A question of Ethics (New Delhi, Galgotia pub, 2000)
3. N. Balasubramanian: Corporate Boards and Governance (New Delhi, Sterling, pub, 1998)
5. CII: Desirable Corporate Governance: A code (New Delhi, Confederation on Indian Industry, 1998)
MBA(O):330-MANAGING TECHNOLOGY (E-COMMERCE)

**Objective:** To gain a working knowledge of various aspects of Managing Technology especially with regard to E-commerce taxations.

**UNIT-I**


**UNIT-II**


**UNIT-III**


Electronic Payment Systems: Introduction, Electronic Payment (EPS), Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Virtual PIN, Dig in Cash (Or E-Cash), Cyber Cash/Cyber Coin, SET (Secure Electronic Transactions)

**UNIT-IV**


**UNIT-V**


IT Enabled Services: Introduction, IT Enabled Services, Call Centre, Computer Telephony integration, Medical Transcription, Technical Writing, Tele-marketing.

**Books Recommended:**
1. Ravi Kalakota, Andrew Winston, Frontiers of Electronic Commerce
2. P.T. Josheph, E-Commerce - A Managerial Perspective
3. G. Winfield Treese & Lawrence C. Stewart, Designing Systems for Internet Commerce
4. Kamelesh K Bajaj Debnani Nag, E-Commerce The Cutting Edge of Business
5. Dr. Ravi Kalkota, Maricia Robinson, E Business Road Map for success
GROUP – A: MARKETING

MBA (O):333- INTERNATIONAL MARKETING

Objective: The objective of this course is to acquaint learners with International Marketing concepts applicable to industry.

UNIT-I
Meaning and scope of international marketing, difference between domestic and international marketing. Direction & composition of Indian exports. International marketing tactics, reasons for entering export marketing and organization of an export department.

UNIT-II
Indian export and import policy, export promotion organizations, export incentives. Export documents, processing of an export order, organization and structure of export and import houses.

UNIT-III
International economic environment, world trade and non-tariff restrictions, role of WTO and Trading blocks, international monetary system.

UNIT-IV
The procedure and practices of processing of an export order, producing for exports, export quality control: export finance, shipment and procedures thereof.

UNIT – V
The selection of export markets, planning of export marketing strategy-product, pricing, promotion, and distribution channels. International marketing research.

Books Recommended:
MBA(O):334- MARKETING OF SERVICES

Learning Objective: To provide complete exposure to all aspects of service design, standards, delivering and performing service

UNIT-I

Introduction to Services
Introduction to Services: What are services? Why Services marketing? Myths about Services. Differences in marketing of tangible goods versus services marketing, The services marketing mix.

UNIT -II

Customer Behavior

UNIT-III

Advertising in Services
The role of advertising, Personal Selling and other communication, Pricing of Services, The physical evidence of Services

UNIT-IV

Service Delivery
Delivering and performing service, Employee's roles in Service Delivery, Delivering Service through intermediaries and Electronic channels Customer's role in Service Delivery.

UNIT-V

Trends in Services
Key competitive trends and conceptual framework: Competitive trend for the 21st century. Customer satisfaction and customer focus value, TQM and Services Quality, Emerging Technology and Internationalization of services

Recommended Book
MBA(O):335 - INTERNATIONAL TRADE LOGISTICS

Objectives: To acquaint the students with concepts, features, activities, and functions of International Logistics.

UNIT-I

Introduction to Logistics and Supply Chain Management; Supply Chain Drivers and Obstacles

UNIT-II

Logistical Activities: Demand Management and Forecasting in a Supply Chain

UNIT-III

Planning Supply & Demand in Logistic and Supply Chain Management; Warehousing Decisions and facilities Location in a Supply Chain Network.

UNIT-IV

Planning and Management Inventory in a Supply Chain; Transportation Network Design and Information Technology

UNIT-V

Organization of the Supply Chain; Supply Chain Performance Measurement; Sourcing and Procurement

Books Recommended:
GROUP – B: FINANCE

MBA(O):336- MANAGEMENT OF FINANCIAL SERVICES

Objective: The objective of the course is to acquaint the students with the various Financial Services and techniques manage them.

UNIT- I


UNIT- II


Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank, Services Offered By Depository Participants, Products Offered By Depository Participants, Process of Dematerialization, Difference Between Physical and Electronic Holding of Securities.

Broking: Broking Services and Trading in Equity Broking and Trading in Debt.


UNIT- III

Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations.

Debt Securitisation and Corporate Advisory Services: Introduction, Securitisation as a funding Mechanism, Securitisation of Mortgaged and Non-Mortgaged Assets Issue Management

Credit Rating: Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating, Credit Rating Agency Regulation Act 1974, Credit Rating in India.

Hire Purchase, Characteristics, Legal Aspects of Hire Purchase, Taxation Aspects of Hire Purchase
UNIT- IV

Leasing, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Purchase, Legal Aspects of leasing, Taxation Aspects of leasing, Lease Accounting and Reporting


Credit Cards, Types, Settlement Process, Mechanism, Member Establishment, Member Affiliates

Factoring: Meaning, Forms, Functions, Legal Aspects, Evaluation

UNIT- V


Forfeiting and Bill Discounting: Introduction, Steps in Bill Discounting, Bill-Market in India.


Books Recommended:-
1. Indian Financial Services, M.Y. Khan, Tata McGraw Hill
3. Merchant Banking and Financial Services, L.K.Bansal, Unistar Publications
MBA(O):337 INVESTMENT MANAGEMENT

Objectives: The objective of this course is to undertake a rigorous study of the theory and empirical evidence relevant to investment management. The focus of analysis is to develop the skills required for investment management.

UNIT-I
Investment Management: Introduction to portfolio management, Modern portfolio theory.
Assets allocation and portfolio construction, portfolio revision.
Investment Management: Investment management and tax planning.

UNIT-II
Investment Risk and Return: Concept of Risk, Components of Investment Risk, Quantitative Analysis of Risk, Concept of Return, Measurement of Return, Relationship Between Risk and Return-Alpha & Beta
Investment Alternatives: Corporate Bonds, Preference Shares, Equity Shares, Derivatives, Options, Black-Scholes Model, Forward, Futures, Swaps.

UNIT-III
Technical Analysis: Assumptions, Dow Theory, Elliot Wave Theory, Contrary Opinion Theory, Odd Lot Theory, Short Sales, Confidence Index, Moving Average Analysis.
Valuation of Securities: Valuation of Fixed Income Investments, and Valuation of Equity Shares, Bond valuation Portfolio Analysis, Approaches to Investment.

UNIT-IV
**Portfolio Selection:** Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk and Investor Preferences, Investment Constraints, Cut-off Rate and New Securities, Efficient Frontier and Portfolio Selection, Beta, Traditional Portfolio Building, Capital Market Theory, CAPM, SML, Forms of CAPM, Zero Beta CAPM, Tax adjusted CAPM, Arbitrage Pricing Theory.

**UNIT-V**

**Portfolio Revision:** Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.

**Performance Evaluation of Managed Portfolios:** Managed Performance Evaluation, Mutual Funds, Features of Mutual Funds, Classification, Advantages, Concept of Net Asset Value, Methods of Calculating Rate of Return Sharpe’s Performance Measure, Treyner’s Performance Measure, Jensen’s Model, Mutual Funds and Investment.

**Books Recommended:**

1. Investment Management - Lofthouse, Stephen, John Wiley & Sons Publications
5. Investment Management – V. K. Bhalla, S.Chand Publications
MBA(O):338- FINANCIAL STATEMENT ANALYSIS

Objective: The Objective of this course is to develop the potential in students to critically analyze the financial statements of a business enterprise.

UNIT-I
Financial Statements; Forms and Measurement of Financial Statement; Financial Statement and Valuation.

UNIT-II
Cash Accounting, Accrual Accounting, Discounted Cash Floe Valuation; Pricing Book Value Model to Accrual Accounting And Valuation; Pricing Earning Model to Accrual Accounting And Valuation.

UNIT-III
Analysis of Short-Term Liquidity and Working Capital Analysis; Profitability Analysis; Growth and Sustainable Earning Analysis.

UNIT-IV
Analysis of Shareholder’s Equity Statement; Analysis of Balance Sheet; Analysis of Income Statement

UNIT-V
Financial Statement Analysis and Forecasting; Accounting Analysis and Valuation; Analysis of Risk; Analysis of Inflation and Intangibles on Financial Statements.

Books Recommended: -

1. **Financial Reporting and Analysis**: Lawrence Revsine, Daniel Collins, W. Bruce Johnson, Pearson Publications
4. **Financial Statement Analysis**: Foster, George, Prentice Hall Publishers
5. **Financial Statement Analysis**: Gokul Sinha, Prentice Hall Publishers
GROUP – C: HUMAN RESOURCE

MBA(O): 339- EXECUTIVE COMPENSATION

Objective: The objective of the paper is to orient the students towards system of total Rewards & payments made to the execution which is called executive compensation.

UNIT-I

Introduction to Executive Compensation

UNIT-II

Macro & Micro Economic Compensation Concepts

UNIT-III

Designing Executive Compensation
Designing a pay structure: Graded Broad banding; Pay Delivery Systems, Team based pay; Paying for performance, Competency & skills & innovation: Issues & Concerns Pay.

UNIT-IV

Fringe Benefits & Incentives
Fringe benefits & services: Socio Economics psychological rationale of Fringe benefits Communication & administration of fringe benefits.
Incentives: Short term & Long term incentives and wealth building.
Executive Perks: Types, issues & concerns. The Taxing Components of Executive Compensation.

UNIT-V

Compensation of special groups: Supervisors, Corporate Directors, Executives, Scientists and Engineers, Industrial & Marketing personnel.
International pay system: Approaches to expat pay, Japanese, American, German pay system (Budgeting & Compensation systems); Is globalization of executive pay possible?
Executive Compensation: Significance and recent trends in executive compensation. Esop’s etc.

Books Recommended
1. Principles & Practice of salary administration: Michael Armstrong
2. Compensation Management: Milton/Handerson
3. Handbook of salary & wage system: Angela Bowey
4. The complete guide to Executive compensation: Brucer (Mc Graw)
5. Compensation Management in Knowledge Based world: Richard I Handerson (Pearson)
MBA(O): 340-LABOUR ECONOMIC & LABOUR POLICY

Objectives: To Acquint the students with the issues involved in labour market & conditions of the working class.

UNIT-I

Labour Economics: Micro & Macro aspects; Theories of Labour market, Demand & supply of Labour; Elasticity of demand for labour

UNIT-II

Wage determination under Perfect Market, Monopoly; Labour Union and Collective bargaining; The Economic impact of Trade Unions.

UNIT-III

State regulation of wages; wage level & wage structure, Labour Productivity; Wages, incomes & Prices, wage & Productivity; Theory of Human Capital, Economics of Discrimination.

UNIT-IV

Labour Policy: Theoretical aspects, evolution and dimensions of Labour Policy in India; Labour Policy on terms and conditions of employment; Labour policy on Industrial relations and wages.

UNIT-V


Books Recommended:
1. Industry and Labour – E.A. Ramaswany and Uma Ramaswany
2. Industrial Relations & Labour Legislation- G.P. Sinha, PRN Sinha
3. Labour Economics & Industrial Relations- Parmod Verma
MBA(O): 341- INDUSTRIAL PSYCHOLOGY

Objective: The objective of the course is to acquaint the students about the Psychology of the executives in the organization and then to use it to enhance the productivity.

UNIT – I
Introduction to Industrial Psychology:
Introduction to Industrial Psychology – Meaning, Concept, Nature, Scope & Important; Individual Differences & their evaluation; Occupational Information and its importance in Industrial Psychology.

UNIT – II
Selection:

UNIT – III
Training:

UNIT – IV
Motivation at work:

UNIT – V
Personnel Counselling: Objectives, extent & types of Counselling, steps & Techniques of counseling. Psychological aspects of Labour relations: Introduction, group dynamics formal & informal communication, Union Mgt relations: Sources of conflicts, How to resolve conflicts in organizations.
Supervision: Introduction, Meaning and evaluation, practices of high and low producing supervisors. Training supervisors.

Books Recommended
1. Industrial Psychology: Thomas Willard Harrell. (Oxford IBH Publishing Co.)
2. Industrial Psychology: M.L.Blum, J.C.Nayur (CBS Publishers)
GROUP – D: PRODUCTION & TECHNOLOGY

MBA(O):342- PRODUCTIVITY MANAGEMENT

Objectives: The objective of this paper is to acquaint the learner about the concept & application of productivity management.

UNIT-I

UNIT-II
Productivity Models: Productivity Measurement at International, National and organization level, total productivity models, Productivity Management in manufacturing and service sector.

UNIT-III

UNIT-IV
Method Study: Method and Method Study – Need for Method Study – Procedure of Method Study – Principles of Motion Economy.

UNIT-V

Books Recommended:
MBA(O):343- BUSINESS PROCESS RE-ENGINEERING

Objective: The objective of the paper is to make you understand the various aspects of business process re-engineering.

UNIT-I
Introduction to BPR: Definition; the paradigm shifts in production; the positioning concept; the re-engineering visions; the benefits of business re-engineering.

UNIT-II
Methodologies and Tools for BPR: Process management; dynamic business re-engineering change framework; steps to reengineer the process. Tools used in Modelling the Business: flow-charting, business activity maps, relational diagrams, benefit/cost analysis. The enabling role of information technology in business re-engineering.

UNIT-III
Change Management: Planned changes in business re-engineering projects; challenges of business change; business change development. Success factors in re-engineering. The assessment of business re-engineering.

UNIT-IV
Best Practices in BPR: Case studies: Bell Atlantic, Nissan, Chrysler, Xerox, and Hewlett Packard etc.

Books Recommended:
MBA(O):344- ENTERPRISE RESOURCE PLANNING

Objective: The objective of the paper is to make you understand the various concepts of enterprise resource planning.

UNIT-I
ERP as Integrated Management Information System, Evolution of ERP, Benefits of ERP. ERP vs Traditional Information Systems, Business Process Reengineering- need and challenges, Management concerns about BPR. BPR to build business Model for ERP.

UNIT-II
ERP & Competitive advantage, Basic Constituents of ERP, Selection criteria for ERP Packages. Procurement process for ERP Package, Overview of ERP packages – PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL, Survey of Indian ERP Packages regarding their Coverage, performance & cost.

UNIT-III
ERP Implementation- issues, Role of Consultants, Vendors, Users, Need for training, customization. ERP implementation methodology and post implementation issues and options.

UNIT-IV

UNIT-V
ERP Case Studies in HRM, FINANCE, PRODUCTION, PRODUCT DATABASE, MATERIALS, SALES & DISTRIBUTION

Books Recommended:
2. Enterprise Resource Planning by S Sadagopan – PHI
GROUP – E: INTERNATIONAL BUSINESS

MBA(O): 345- INTERNATIONAL HRM PRACTICES

Objectives: The objective to the course is to apprise the students with regard to Int’t HRM practices policies. This is very relevant in the context of globalization.

UNIT-I
Managing Human Resources in a foreign subsidiary Cultural & Behaviour differences in different countries, cross cultural studies of Hofstede, Kulckhohm & Stodhback : Ethical relativity versus ethical absolutism.

UNIT-II
Issues in IHRH : Challenges and Theory Development; IHR planning & staffing : Practices & problems

UNIT-III

UNIT-IV

UNIT-V
Expatriates : Determination of needs, selection process, attributes contributing to success & failure, special issue of female expatriates, expatriate re-entry. Accommodating & training of the family members : Education & vocational guidance, amenities & facilities.

Books Recommended:
3. Dr. nilanjan Sengupta, Fnt;/HRM, Excel Book.
MBA(O): 346- INTERNATIONAL BUSINESS ECONOMICS

Objectives: To gain a working knowledge of various aspects of International Business Economics.

UNIT-I

International Monetary Systems: International Business Environment; International Monetary System; European Monetary System and Emergence of Euro

UNIT-II

Developing Countries’ Concerns: Exchange Rate policy of Developing Economics; India’s Exchange Rate Regimes and Experiences; Normal vs Real Exchange Rates, Bilateral vs Effective Exchange Rates and the Economy

UNIT-III

International Financial Flows: Emergence of International Financial Intermediation; Recent Changes in the International Finance; Resource flows in Developing Countries.

UNIT-IV

Emerging Market Analysis: Country Risk Analysis; Foreign Investment Analysis: Direct and Portfolio; Currency Convertibility: Current Account and Capital Account; South Asian Currency Crisis

UNIT-V

International Trade: Development in International Trade Theory; Trade Policy Instruments and Liberalization; World Trade Organization; Legal Dimension in International Business.

Books Recommended:
MBA(O):347-INTERNATIONAL TRADE LOGISTICS

Objectives: To acquaint the students with concepts features activities & functions International Logistics.

UNIT-I
Introduction to Logistics and Supply Chain Management; Supply Chain Drivers and Obstacles

UNIT-II
Logistical Activities; Demand Management and Forecasting in a Supply Chain

UNIT-III
Planning Supply & Demand in Logistic and Supply Chain Management; Warehousing Decisions and facilities Location in a Supply Chain Network.

UNIT-IV
Planning and Management Inventory in a Supply Chain; Transportation Network Design and Information Technology

UNIT-V
Organization of the Supply Chain; Supply Chain Performance Measurement; Sourcing and Procurement

Books Recommended: