SCHEME OF EXAMINATION AND SYLLABUSES

M.COM BUSINESS INNOVATIONS

(SEMESTER SYSTEM)

FOR THE EXAMINATION OF 2011-12
SYLLLABI FOR M.COM (BUSINESS INNOVATIONS) FOR THE EXAMINATION OF 2011-12

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 except for seminar and workshop courses.

Instructions for 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 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.

N.B Use of non-programmable calculators by the students in the Examination Hall is allowed. The Calculator will not be provided by the university.

SCHEME OF EXAMINATION FOR M.COM (BUSINESS INNOVATIONS)

FIRST SEMESTER
The Programme will start with Induction Programme: The Programme will start with understanding of behavior of the participants by the psychologists, preparing the module of training for their induction in the programme. The Semester-I will focus on the development of Business Management Skills among the participants. The Curriculum in the Semester I will broaden the horizon of the participants to understand the intricacies of the business and will sharpen their skills to tackle the business situations. It will also improve the proficiency of the participants regarding business language, IT understanding and ability to take decisions in difficult situations. Following Courses will be taught in the Semester-1

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>MCBI:101</td>
<td>MANAGERIAL SKILLS AND PERSONALITY DEVELOPMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:102</td>
<td>BUSINESS ENVIRONMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:103</td>
<td>ORGANISATION BEHAVIOUR</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:104</td>
<td>QUANTITATIVE SKILLS FOR BUSINESS INNOVATIONS IN BUSINESSS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:105</td>
<td>ENTREPRENEURSHIP, CREATIVITY AND INNOVATIONS IN BUSINESSS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:106</td>
<td>ACCOUNTING FOR MANAGERS</td>
<td>100</td>
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<tr>
<td>MCBI:107</td>
<td>WORKSHOP ON INFORMATION TECHNOLOGY</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:108</td>
<td>WORKSHOP ON BUSINESS ETIQUETTE AND PROFESSIONALISM</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>800</td>
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</table>
**SECOND SEMESTER**

The Curriculum in the Semester-II will focus on sharpening the Business Analytical skills of the participants. It will equip the participants with the various tools of Analysis, be it for performance measurement, financial statements analysis and Data Analysis and interpretations. It will also focus on Business and Customer intelligence to give the participants an understanding of technologies, applications and practices used to help a business to acquire a better understanding of its commercial context.

<table>
<thead>
<tr>
<th>Subject Code</th>
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</thead>
<tbody>
<tr>
<td>MCBI:201</td>
<td>ECONOMICS FOR INNOVATIVE BUSINESS DECISIONS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:202</td>
<td>FINANCIAL MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:203</td>
<td>CORPORATE PERFORMANCE MEASUREMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:204</td>
<td>PRODUCTION AND OPERATIONS MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:205</td>
<td>BUSINESS INTELLIGENCE</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:206</td>
<td>OPERATIONS RESEARCH</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:207</td>
<td>WORKSHOP ON BUSINESS RESEARCH METHODS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:208</td>
<td>SUMMER TRAINING REPORT AND VIVA VOCE</td>
<td>100</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>800</strong></td>
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</table>

**THIRD SEMESTER**

The Curriculum in the Third Semester will focus on sharpening the understanding of the students on business legislations, technology and environmental issues. The Curriculum will also give the chance to participants to select two areas of their choice to broaden their knowledge of innovations in the any two selected areas functional management of their choice.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>MCBI:301</td>
<td>BUSINESS LEGISLATION</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:302</td>
<td>TECHNOLOGY MANAGEMENT AND INNOVATIONS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:303</td>
<td>INNOVATIONS IN HUMAN RESOURCE MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:304</td>
<td>INTELLECTUAL PROPERTY LAWS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:305</td>
<td>WORKSHOP ON REGULATORY FRAMEWORK FOR BANKS AND FINANCIAL SERVICES</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:306</td>
<td>WORKSHOP ON FOREIGN TRADE PROCEDURES AND DOCUMENTATION</td>
<td>100</td>
</tr>
<tr>
<td><strong>STUDENT HAS TO SELECT ANY TWO SUBJECTS FROM THE FOLLOWING</strong></td>
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<tr>
<td>MCBI:307</td>
<td>INNOVATIONS IN FINANCIAL SERVICES</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:308</td>
<td>INNOVATIONS IN INTERNATIONAL BUSINESS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:309</td>
<td>INNOVATIONS IN MARKETING</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:310</td>
<td>INNOVATIONS IN ELECTRONIC COMMERCE</td>
<td>100</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>800</strong></td>
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FOURTH SEMESTER
The curriculum in the fourth semester will focus on creation of knowledge and governance of business. The study will also focus on the study of innovations in the field of international finance, product innovation, Information technology and study of various aspects of innovation through research project.

<table>
<thead>
<tr>
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<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>MCBI:401</td>
<td>KNOWLEDGE MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:402</td>
<td>ENVIRONMENTAL LAWS AND MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:403</td>
<td>BUSINESS ETHICS AND CORPORATE GOVERNANCE</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:404</td>
<td>BUSINESS PROCESS RE-ENGINEERING AND QUALITY MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:405</td>
<td>RESEARCH PROJECT*</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:406</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:407</td>
<td>STUDENT HAS TO SELECT ANY TWO SUBJECTS FROM THE FOLLOWING</td>
<td></td>
</tr>
<tr>
<td>MCBI:408</td>
<td>INNOVATIONS IN INTERNATIONAL FINANCE</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:409</td>
<td>INNOVATIONS IN INFORMATION TECHNOLOGY FOR BUSINESS</td>
<td>100</td>
</tr>
<tr>
<td>MCBI:410</td>
<td>INNOVATIONS IN HUMAN RESOURCE DEVELOPMENT</td>
<td>100</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>800</strong></td>
</tr>
</tbody>
</table>

* The Research Project will start from 3rd Semester. Though marks for this project will be counted in the 4th semester only.
**Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.
MCBI: 101- MANAGERIAL SKILLS AND PERSONALITY DEVELOPMENT

Objective: The objective of this course is to give the students the knowledge of the basic managerial skills required for efficient management of the organization and to develop oral and written communication skills and enhance overall personality of the students. The teacher will be a facilitator to promote activity centered individual skills and group performance.

Unit-I

Unit-II
Managerial skills-Classification: Technical Skills, Human Skills, conceptual skills. Understanding Management and Leadership-Differentiating the roles of managing people – leading, managing, supervising, coaching and performance management Understanding the responsibility of being a manager and a role model. Personal strategies to establish yourself as the new manager or team leader. Management and personal development: Self assessment and planning for personal development aimed at managerial effectiveness. Managing stress: Symptoms of stress, coping approaches, Major skills needed to initiate, manage and sustain personal development – the skills involved in managing stress. Communication skills, Negotiation skills, Engaging employees for superior Performance, Leadership skills. Self Esteem and Confidence Building,

Unit III
Managerial Personality Development: Find out how you think, determine what you value, be clear what drives you, audit your skills, and describe your personality. Take a process view of your life, paint your figure, define your goals, make choices, identify your developmental needs, and overcome resistance. Build Your Network, develop a positive self image, empowerment, use a mentor, learn how to learn, measure yourself, Increase Your Professionalism, Group Discussion on current social, cultural and popular topics.

Unit-IV
Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from good leaders. Be assertive, aim for win-win, consult effectively, be a team player, help other achieve, use power and influence, look good, sound good. Career management – self-assessment, moving forward. Managing ethically. Managing diversity, coaching skills
References:

2. Chandrabose. D. Principles of Management and Administration PHI.
3. Hellriegel / Jackson / Solum, Management – A Competency based approach, Thomson, South Western
9. Cox, Taylor H. and Ruby L. Beal., Developing Competency to Manage Diversity. San Francisco
MCBI: 102- BUSINESS ENVIRONMENT

Objective: The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Unit-I
Theoretical Framework of Business Environment: Concept, significant and nature of business environment; elements of environment – internal and external; changing dimensions of business environment; techniques of environmental scanning and monitoring. Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; economic planning in India;

Unit-II

Unit-III

Unit-IV

References:
5. R. Datt & K.P.M. Sundaram : Indian Economy, S. Chand
7. N.K. Oberoi : Environment Management, Excell Books
8. Economic Survey, Govt of India (Latest Issue)
MCBI: 103- ORGANISATION BEHAVIOUR

Objective: The objective of this course is to emphasize the importance of human capital in the modern organizations. It gives an insight to the students regarding individual and group behaviour in any organization.

Unit-I
Introduction, emergence of O.B. as a discipline, Contributing disciplines to the O.B. field, Organisational Behaviour Trends, the changing workforce, challenges and opportunities for O.B. Personality: Determinants of personality, measurement and various dimensions of personality development Perception: concept and meaning; factors influencing perception, link between perception and individual decision making; managerial application of perception Attitude: Types of attitude, Management of attitudes and work-force diversity in business organization Values: significance of values in business management.

Unit –II
Motivation: Concept and definition Theories of motivation Leadership: Theories of leadership style . Contemporary issues in leadership learning: concepts and theories. Leadership – Trait theories, cognitive theories, inspirational approaches to leadership, emotional intelligence and leadership challenges to the leadership, construct power, policies and leadership.

Unit-III
Individual decision making and problem solving Group dimensions of organizational behaviour: Understanding and managing group processes, Nature and Concept of group, Group development process; Interpersonal and group dynamics: Meaning and Applications of emotional Intelligence in organization; Understanding work teams .

Unit-IV
Conflict and negotiation. Conflict and inter-group behaviour, types and sources of conflict, functional and dysfunctional aspects of conflicts, approaches of conflict management. Organization culture, functions of organization culture, creating and sustaining organization culture, development and implications of organization culture.

Reference Books:
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill,10th edition)
9. Michael Bee, Organisation Change and Development: A systems View, Goodyear Publishing Co., Santo Monica,
MCBI: 104-QUATITATIVE SKILLS FOR BUSINESS INNOVATIONS

Objective: This course provides an introduction to use of quantitative tools and techniques to analyze corporate/business situations.

Unit-I

Unit-II
Mathematics of Finance Limits and Continuity, Differentiation. Applications of Differentiation, Integration.

Unit-III

Unit-IV

References:
1. Chadha, N. K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi,
2. Gupta, S P and Gupta M P. Business Statistics. New Delhi, Sultan Chand,
MCBI: 105- ENTREPRENEURSHIP, CREATIVITY AND INNOVATIONS IN BUSINESSS

Objective: The objective of this paper is to acquaint the student with key issues concerning entrepreneurship, innovation and creativity in business. The subject offers the overview of entrepreneurship and develops the understanding of specific entrepreneurial situations. It supports entrepreneurial attitudes and motivation and develops skills needed for business start-up and efficient entrepreneurial approach. Another objective is to get in touch with real entrepreneurs and to understand their entrepreneurial spirit and skills.

Unit-I
Entrepreneurship definition, framework models, entrepreneurship as a process, importance for the society and economy, entrepreneurial attitudes. Entrepreneurial personality: Personality characteristics, skills, motivation, and attitudes of entrepreneurs. Analysis of own strengths and weaknesses related to business foundation and management.

Unit-II
Creativity development: Methods supporting creative thinking and innovations and their application. The creative process in new product, service and organisational development Entrepreneurial opportunities recognition and development: Coming up with new ideas, innovation process. Recognition of unsatisfied market need and/or ineffectively used resources. Becoming an entrepreneur: Start-up activities and process, steps and challenges. Creativity and innovation in entrepreneurial organisations. Cultural diversity and creativity

Unit-III
Buying an existing venture. Project validation: Techniques and concepts used for opportunity evaluation. Business idea development, business concept. Acquisition of an entrepreneurial team and employees: composition and management of an entrepreneurial team, employee selection. Training of sales and negotiation skills. Business idea and intellectual property. Corporate entrepreneurship: the need for entrepreneurship in corporations, barriers and how to overcome them, innovation champion and his/her activities, entrepreneurship support.

Unit-IV
Managing business growth: growth dimensions and phases. The role change: from an entrepreneur to a manager. Overcoming growth barriers. Self-development and time management, finding balance between business running and personal life. Business succession and exit strategies. Technology, creativity and innovation. Creative talent and the rise of the creative businesses

References:
1. Couger, C., Creativity and Innovation, IPP
2. Nina Jacob., Creativity in Organizations, Wheeler
3. Jonne & Ceserani., Innovation & Creativity, Crest
4. HBS., Managing Creativity and Innovation, Harard Business School Publishing Corporation
5. Bridge S et al., Understanding Enterprise: Entrepreneurship and Small Business
7. Hunger J D and Wheelen T L., Strategic Management , Addison-Wesley
MCBI: 106- ACCOUNTING FOR MANAGERS

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to train them in to use accounting information for managerial decision making.

Unit-I
Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methodology), and preparation of final accounts with adjustments. Brief Introduction of International Financial Reporting Standards (IFRS)

Unit-II
Financial statement analysis, Ratio analysis, Common Size statements, Comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

Unit-III
Management accounting- concept, need importance and scope; cost accounting meaning, importance, methods, techniques and classification of costs, inventory valuation.

Unit-IV
Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

References:
1. Pandey, I.M ., Management Accounting Vikas Publishing House
3. Horngren, Sundem Introduction to Management Prentice Hall India& Stratton Accounting
5. L.S. Porwaal Accounting Theory Tata McGraw Hill
7. Pasricha Pvt.Ltd.
9. Bhattacharyya, Costing for Management Vikas Publishing
MCBI: 107-WORKSHOP ON INFORMATION TECHNOLOGY

Objective: The Objective of this course is to teach the students the basic fundamentals of computer, its operational functions and tools and its uses in commerce and management.

Unit-I
Computer Literacy: Understand how a computer works. Components of a computer. Machine language used by computers, the components of the hardware, and how it all fits together low-level workings of computer networks. Artificial intelligence, Creative aspects of Computer, an algorithm and a computer program, what are the underlying structure of a computer network, and computer crime, and the impact of computers on society.

Unit-II

Unit-III
Excel Basics: What is a spreadsheet and why would I use one?, Create a simple spreadsheet, Common Definitions: rows, columns, and cell, Formatting a cell, Demonstration of advanced features (by instructor), charts, graphs, formulas, sort, find, and filter. Basics of Microsoft Power Point.

Unit-IV
Internet Basics: What’s so great about the Internet?, Basic Navigating inside and between web pages, Copying text and graphics from the web, Bookmarks, Search engines and how to perform searches, How to evaluate websites?

References:
4. Leon - Fundamentals of Information Technology, (Vikas)
MCBI: 108-WORKSHOP ON BUSINESS ETIQUETTE AND PROFESSIONALISM

Objective: The objective this course is to equip the students with the fundamentals of business etiquette and teach them to build relationship, create a professional appearance, develop positive relationship with co-workers, and practice cubicle and office etiquette. In addition the course will teach students the appropriate behavior and etiquette when using internet, in daily communications, and in meetings. Students also learn how to handle ethical dilemmas and personal issues, become a good conversationalist, and are courteous when communicating. Students also examine the appropriate etiquette for business meals and functions, as well as how to be a courteous traveler at home or abroad.

Unit-I

Unit-II

Unit-III
Professionalism: Meaning and Definition, tips for business owners and career professionals, Trends in Professionalism, Balancing business with professionalism. Presenting yourself professionally, professional appearance, personal organization,, professional communications: Making introductions, Networking skills, active listening.

Unit-IV

References:
1. M. Kay Dupont., Business Etiquette and Professionalism, Crisp Learning
6. Sabath Ann Marie, Business Etiquette In Brief, Holbrook, Massachusetts: Bob Adams, Inc,
Objective: The objective of this course is to acquaint the students with the basic economic theory useful for taking innovative business decisions.

Unit-I
Introduction to Managerial Economics: Managerial Decision Making and Economic Theory, Goals of the firm: Measuring and Maximizing Economic Profit, Economic Cost of Using Resources, Economic Profit versus Accounting Profit, Other Goals (Value Maximization, Revenue Maximization etc.), Forms of Business Organization, Separation of Ownership and Control, Pricing decisions under Risk and Uncertainty, The Principal-Agent Problem, Asymmetric Information, Moral Hazard and Adverse Selection. Demand Analysis: (A) Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity (at a point and over and interval), Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and Share in Total Expenditure; Cross- Price Elasticity, Substitutes and Complements; (B) Introduction to methods of demand estimation (C) Indifference curves, budget line and consumer equilibrium, ICC, PCC (idea only)

Unit-II
Production and Cost Analysis -(A) Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP. (B) Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope, (C) Production with Two Variable Inputs, Iso-quants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Isocost Curves, Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function, (D) Law of supply, elasticity of supply, market equilibrium, changes in equilibrium.

Unit-III

Unit-IV

References:
1. Damodaran, Suma – Managerial Economics – Oxford University Press
2. Hirschey, Mark – Economics for Managers – Thomson South-Western
5. P. G Keat & Philip & Y. Young Managerial Economics, Pearson Education
6. A. Sen Microeconomics, OUP
7. A. Koutsoyiannis Modern Micro-economics, Macmillan
8. Hisschey Managerial Economics, Thomson learning
MCBI:202- FINANCIAL MANAGEMENT

Objective: The objective is to provide conceptual knowledge of the tools of financial and Analysis and management and various long term source of finance. It also aims at helping them to develop skills for making financial decision in practical business situations.

Unit-I

Unit-II

Unit-III

Unit-IV

References:
**MCBI: 203-CORPORATE PERFORMANCE MEASUREMENT**

**Objective:** The purpose of this course is to introduce students to the types of managerial information used to effectively and efficiently run the business. The emphasis is on understanding the kind of information to ask for in various decision settings and how to use it (the managerial function) as opposed to the technical details of how to produce the data (the accounting function).

**Unit-I**
Corporate Performance Measurement—Need and Importance; Historical Overview; Product Costing in price estimates and profit management; Techniques to measure and enhance profitability and quality of products and services; Activity Based Management, Target and Kaizen costing; benchmarking and environmental costing; Flexible Budgeting, and Activity-based Budgeting.

**Unit-II**
Setting of performance goals and incentives, and the use of diagnostic tools and control; systems to achieve the goals; Strategic Profitability Analysis; Measuring performance using Economic Value Added (EVA) methodology; Comparison between Return on Investment (ROI) and EVA methodology of measuring performance.

**Unit-III**
Measurement of Corporate Performance through Balanced Scorecard and its value creation potential; Rationality behind balance score card; performance dimensions of the balance score card; Throughput Accounting; Comparison of Activity Based Costing.

**Unit-IV**
Information Systems aspects of management control; Control-needs of Information flow, and its consolidation in multi-locational setting; Management Control System and its applications; Responsibility Accounting—Meaning and Methodology, types of responsibility centres, organizational structure of responsibility centres; objectives and methods of transfer pricing, pricing corporate services and administration of transfer pricing.

**References:**
MCBI:204 PRODUCTION AND OPERATIONS MANAGEMENT

Objective: The objective of this course is to provide conceptual knowledge about the operational aspects of business, modern productivity techniques and inventory management.

Unit-I

Unit-II

Unit-III

Unit-IV

References:
7. Pannerselvam – Production and Operations Management (PHI)
8. Adam & ebert – Production and Operations Management (PHI)
MCBI: 205-BUSINESS INTELLIGENCE

Objectives: This course aims at giving the student an understanding of the area of business intelligence, from both a technical and a person/organization perspective and ways of finding business advantages. The student will have both a theoretical knowledge of relevant concepts of the area, as well as a more practically oriented view of possible tools and experiences of their use.

Unit-I

Business Intelligence Foundation: Background Introduction, Concepts, information storing and retrieval, semantics and ontologies, handling unformatted information, handling information with many different formats, information logistics, interpreting information and learning

Unit-II

Business Intelligence Techniques:
A. Data Warehousing
B. Data Mining and Techniques
C. OLAP
D. Business Intelligence System & Software

Unit-III

Decision Support System (DSS)
A. Concepts
B. Basic Tools of DSS
C. Process of Building DSS
D. Decision Trees (DT)

Unit-IV

Customer Value Creation: Mapping Customer Value Creation, perceived benefits and perceived costs, new strategies, techniques and technologies to win the customers. Customer Value Management (CVM), CVM Process.

Customer relationship: Role of commitment, loyalty and trust in customer relationships; managing customer relationships, customer lifetime value

References:
1. Cindi Howsan., Successful Business Intelligence, The McGraw-Hill Companies
3. Moss L.T and Shaku Atre, Business Intelligence Road Map, Addition Wesley
5. Turban E and Aronson J., Decision Support system and Intelligent systems, Prentice Hall.
7. Vercellis Carlo., Business Intelligence-Data mining and optimization for decision making, John Wiley and Sons Ltd.
MCBI: 206-OPERATIONS RESEARCH

**Objective:** The objective of this course is to acquaint the students with the resource allocation techniques and make them familiar with the methodology of finding the best solution in different managerial situations.

**Unit – I**

**Unit – II**

**Unit – III**
REPLACEMENT: Introduction – Replacement of items that deteriorate with time when money value is not counted and counted – Replacement of items that fail Completely, group replacement.


**Unit – IV**

INVENTORY: Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – shortages are not allowed – Stochastic models – demand may be discrete variable or continuous variable – Instantaneous production. Instantaneous demand and Continuous demand and no set up cost.

**References:**
3. Anderson, Quantitative Methods for Business, 8th ed, Thomson learning
MCBI: 207-WORKSHOP ON BUSINESS RESEARCH METHODS

Objective: The objective of this course is to equip the students with latest tools of research in commerce and management to make them competent to analyse the market trends and behaviour.

Unit-I

Unit-II
Research Design Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. Measurement Concept of measurement – Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.

Unit-III

Unit-IV

References:
2. Cooper, Business Research Method, TMH
3. Saunder, Research Methods for Business Students, Pearson Education
4. Zikmund, Business Research Methods, 7th Ed, Thomson Learning
5. C. R. Kothari : Research Methodology – Methods and Techniques, Wiley
8. Hair, Anderson, Tatham, Black : Multivariate Data analysis, Pearson Education
MCBI: 208-SUMMER TRAINING REPORT AND VIVA VOCE

After the Completion of Second Semester Examination the students will go on 6-8 Weeks summer training in various Industrial undertakings, banking and financial services institutions, and Retail Sector organizations, undertake a project there to study a particular problem and file three copies of summer training report with in 15 days completion of the training. The student has to file a certificate of completion of training issued by training organization. A VIVA-VOCE Examination will be conducted by the External examiner appointed by the University on the problems undertaken in the summer training report.
MCBI: 301-BUSINESS LEGISLATION

Objective: The basic objective of this course is to acquaint the students with the business laws and its operational knowledge to run the business.

Unit-I

Unit-II

Unit-III

Unit-IV

References:
1. N. D. Kapoor : Mercantile Law including Industrial Law, Sultan Chand.
Objective: The objective of this course is to acquaint the students with various aspects of innovations in technology and its impact on business.

Unit-I
Technology management: Scope, components. 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
Technology forecasting need, methodology and methods. Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics. 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-III
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-IV

References:
Objective: The objective of this course is to introduce the concept of Human Resources Management and latest innovative aspects in managing the human capital.

Unit-I

Unit-II
Creating the Human Resource base: Concept of equal employment opportunity, Recruitment & Selection-Concept & Objective Concept of affirmative action (Reservation for priority categories), Selection: Procedure, Tests and Interviews Orientation, Promotion: Bases of Promotion, Transfer: Types of Transfer, Separations, and Outplacement.

Unit-III

Unit-IV
Monitoring and Evaluation
Performance Management- Performance Appraisal – objectives, uses, methods, Traditional vs. Modern Methods, Management by objectives (MBO), Assessment center, 360 Appraisal, BARS, Kaizen, JIT and QC.

References:
4. Pattanayek, Human Resource Management, PHI
5. E.A. Ramaswamy : Managing Human Resources, OUP
7. Weightman, Managing Human Resources,Jaico
MCBI:304-INTELLECTUAL PROPERTY LAWS

Objective: The Objective of this paper is to acquaint the students with basic knowledge of Intellectual property laws in India and in international scenario.

Unit-I

Unit-II
Copy Right: Introduction to Copyright, The Copyright Act, 1957, Copyright vis-à-vis Digital Technology, Software Copyright. Implication of International Conventions in India.

Unit-III

Unit-IV

References:
MCBI: 305-WORKSHOP ON REGULATORY FRAMEWORK FOR BANKS AND FINANCIAL SERVICES

**Objective:** The objective of this course is to make the students familiar with the regulatory frame work of banks and financial services in India.

**Unit-I**
Evolution of legislative regulation of banking in India; prudential policy framework for banking regulation and supervision; Banking Regulation Act, 1949; Reserve Bank of India Act, Bank Nationalization Act, 1969; A Study of Negotiable Instruments Act, 1881 based on case law.

**Unit-II**

**Unit-III**
General Insurance Business Act, 1972. General Insurance Corporation of India Act, 1976. Practice of Fire, Marine and Miscellaneous Insurance General Insurance in India–Organisation and Management of General Insurance Companies in India. Regulatory framework for Non-Banking Finance Companies (NBFC’s) in India; Registration of NBFC’s; Procedure of Registration of NBFC’s With RBI; Types of NBFC’s registered with RBI; Regulations relating to acceptance of deposits by NBFC’s.

**Unit-IV**

**References:**
1. Tannan Mohal Lal., Banking Law and Practice in India, Thacker
3. Tyagi C.L., Tyagi Madhu, Insurance Law and Practice, Atlantic Publishers and Distributors Ltd.
5. Kothari Rajesh., Financial Services in India: Concept and application, Sage publication India pvt Ltd.
Objective: The course aims at providing knowledge of foreign trade laws, Import-Export procedure. The course will help to equip the students with the skill of handling the import export documentation.

Unit-I
Foreign Trade (Development and Regulation) Act, 1992: Definitions and provisions, Power of Central Government to make order and announce Export Import policy. Powers to make provisions relating to import and export. Export and Import policy, Appointment of Director General of Foreign Trade, its functions and powers, Importer, Exporter Code Number and licence. Suspension and cancellation of importer-exporter code number, issue suspension and cancellation of license.

Unit-II
The Foreign Exchange Management Act, 1999-Objective, Definition and provisions; Regulations and Management of Foreign Exchange; Methods of payment; exchange rate system; Functions of Foreign Exchange market; Forex derivatives for Currency risk management.

Unit-III
Documents for starting up a new export venture, aligned documentation system: meaning rationale, various documents, EDI initiative, methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit, preshipment credit: meaning, procedure, rates, documents needed, post shipment credit: meaning, procedure, types and documents needed.

Unit-IV

References:
**Objectives:** The objective of this course is to make the students familiar with the types of various innovations taking place in the field of financial services and its regulatory mechanism.

**Unit-I**
Financial Services: Meaning and Concept; features and kinds of financial services; financial intermediaries rendering financial services; Emerging paradigm in financial services; comparison between “The Traditional paradigm” and “The Emerging Paradigm” in financial services; The role of financial services sector in expanding economic opportunity; Organization of the financial services industry.

Innovations in Financial regulation: Need for Regulation of Financial Market, Theoretical and economic perspective of regulation, international regulatory framework, WTO and Service, Deregulation of Indian financial system, revolution of financial services, financial system and securitized financial system. Innovations in the functions of stock exchange, mechanism of share trading, features of share trading, margin trading, securities organization, debt market, government securities market, regulations for primary and secondary market.

**Unit-II**
Product Innovations in Financial Services; Depository services, Depository participants, Services offered by depositary participants, innovative products offered by depositary participants; process of dematerialization, difference between physical and electronic holding of securities; Innovations in Broking services, Trading in equity and trading in debt. Product and services innovations in Mutual funds; Product and services innovations insurance services: Life and Non life products.

**Unit-III**
Innovations in debt securitization, securitisaition of mortgaged and non-mortgaged Assets. Credit rating: Meaning, process, types ; Methodology of credit rating, credit rating in India.

Product and services innovations in housing finance; Housing finance schemes, procedure of loan disbursement, Housing finance institutions in India;

**Unit-IV**
Plastic Money as a innovative financial product: Credit, Debit Cards, Merits and Demerits - Settlement Procedure – Uses of Credit Cards - Member Establishments - Member Affiliates and their Benefits.

Origin of leasing, Development of Leasing in India, Classification, Financial Lease and Operating Lease, Advantages and Disadvantages of Leasing, Hire Purchase: Lease and Hire Purchase Distinguished - Effective Interest Rate - Legal Aspects - Tax Implications Factoring: Concept and Forms of Factoring - Factoring and Bills Discounting Distinguished - Factoring vis-à-vis Forfeiting - Legal Aspects of Factoring, Venture capital financing

**References:**
1. Anderloni Luisa, Llewellyn David T., Financial Innovations in Retail and Corporate Bankin, Edward edgar publishing limited.
5. Khan MY., Indian Financial Services, Tata MCGrav Hill.
Objective: The objective of this course is to introduce to the students the concept of international business, its environment, its working and challenges.

Unit – I

Unit-II

Unit – III

Unit – IV
Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers.- Foreign Direct Investment

References:
2. Buckley, Adrian; Multinational Finance, Prentice Hall, New Delhi.
**MCBI: 309-INNOVATIONS IN MARKETING**

**Objectives:** The course will help participants understand the major concepts and tools of marketing, the environment and how marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships. In that process, they ensure share of the market, share of the mind and add to the bottom line.

**Unit-I**


**Unit-II**

**Marketing Planning & Control:** Marketing Planning and Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analysing the competitors, Defining the competitive strategy and Marketing Control- Control process.

**Unit-III**

**Understanding Customer and Marketing Information System:** Types of Consumers, Factors influencing consumer behaviour, Consumer Decision making Process, MIS-subsystems, Conducting Marketing Research and Demand forecasting.

**Unit-IV**

**Marketing Strategy:**

**References:**
1. Phillip Kotler : Marketing Management : Prentice Hall/ Pearson Education
3. Palmer, Principles of marketing, OUP
4. Czinkota, Marketing Management, Vikas
5. B.K. Chatterjee, Marketing Management, Jaico
9. Lamb, Marketing, 7th Ed, Thomson Learning
10. V.S. Ramaswamy & S. Namakumari : Marketing Management : Macmillan
12. S.V Patankar : Services Marketing : Himalaya
14. Zikmund, Marketing, 7th Ed, Thomson Learning
MCBI: 310-INNOVATIONS IN ELECTRONIC COMMERCE

Objective: The objective of this course is to acquaint the students with the concept of Electronic commerce, its techniques and tools to management the business professionally.

Unit-I
Electronic Communication: PCs and Networking, E-Mail, Internet, Intranet, Extranet.

Unit-II

Unit-III

Unit-IV

References:
8. Charles Trepper, E-Commerce Strategies, PHI.
9. Kiesen, Managing your E-Commerce, PHI.
MCBI: 401-KNOWLEDGE MANAGEMENT

Objective: The objective of this course is to acquaint the students with the concept of knowledge management, knowledge creation and techniques.

Unit-I
Introduction: Definition, evolution, need, drivers, scope, approaches in Organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

Unit-II
Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization.

Unit-III
Knowledge management system life cycle, managing knowledge workers, knowledge audit, and knowledge management practices in organizations, few case studies.

Unit-IV
Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

References:
1. Honeycutt, “Knowledge Management Strategies”, PHI, New Delhi, 2000
MCBI: 402-ENVIRONMENTAL LAWS AND MANAGEMENT

Objective: The objective of this course is to acquaint the students with the current environmental laws and policies of the government. The course will also innovate the students in the field of environment management to make the business environment friendly.

Unit-I

Unit-II

Unit-III

Unit-IV
Trade and Environment: Introduction to Trade and Environment, Negotiations on Trade and Environment, GATT, WTO, DOHA and beyond, Committee on Trade and Environment, WTO agreements and its relevance to multilateral, Environmental agreements (MEAs)
Green Business: Principles and practices of creating and managing a green business. Strategies for setting business goals for sustainability. Aspects of sustainable business practices. Social Responsibility, Firms and Sustainable Development

References:
5. Singh Gurdip., Environmental Laws in India, Macmillian India.
MCBI:403-BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives: To orient students into the ethical orientation in various functional areas of management decision making.

Unit-I
Ethics in Business: Ethical Theories and Approaches – Teleological, Deontological, Virtue and system development theories; Conflict between moral demands and interest and Ethics in work. Ethical Aspects in Marketing, Finance, HRM and Ethics in Global Business.

Unit-II
Corporate Governance: Corporate Governance – Meaning, Definition and role, Historical developments, Introduction to agency concepts and problems, Market model of governance, benefits of good governance to companies. Committees on Corporate Governance, International efforts on Corporate Governance-Cadbury Committee, Hampel Committee, Greenbury Committee, OECD Principles. Corporate Governance in Indian Scenario-Growth and Development.

Unit-III

Unit-IV
Business Ethics and Corporate Governance: Introduction, Importance and need for Business Ethics, Corporate Governance ethics. Roots of unethical behavior and issues, National and International Corporate frauds, role of investors.

References:
1. S. K. Chakraborty: Values and Ethics in Organisation, OUP
3. A. N. Tripathi: Human Values, New Age International
5. D. Murray: Ethics in Organization, Kogan Page. WBUT
MCBI:404- BUSINESS PROCESS RE-ENGINEERING AND QUALITY MANAGEMENT

**Objective:** To introduce students with Business Process Re-Engineering, its methodology and the concept of quality management in Industry.

**Unit-I**

**Unit-II**
BPR Implementation methodology,: Necessary attributes of BPR Methodology, Different phases of BPR methodology, BPR Models, Common steps to be taken for implementation of BPR.BPR in Manufacturing Industry-Enablers of BPR in Manufacturing-Agile manufacturing, Lean manufacturing, Just in Time (JIT), Collaborative manufacturing, Intelligent manufacturing, production planning, product planning and development, supply chain management.

**Unit-III**
INTRODUCTION : Definition of quality, dimensions of quality, quality planning, quality costs – Analysis techniques for quality costs, basic concepts of Total Quality Management, historical review, principles of TQM, leadership - concepts, role of senior management, quality council, quality statements, strategic planning, Deming philosophy, barriers to TQM implementation.

**Unit-IV**
TQM PRINCIPLES Customer satisfaction - customer perception of quality, customer complaints, service quality, customer retention, employee involvement - motivation, empowerment, teams, recognition and reward, performance appraisal, benefits, continuous process improvement - Juran trilogy, PDSA cycle, 5S, Kaizen, supplier partnership - partnering, sourcing, supplier selection, supplier rating, relationship development, performance measures - basic concepts, strategy, performance measure. QUALITY SYSTEMS Need for ISO 9000 and other quality systems, ISO 9000:2000 quality system - elements, implementation of quality system, documentation, quality auditing, QS 9000, ISO 14000 - concept, requirements and benefits

**References:**
3. R.Radhakrishnan and S.Balasubramanian “Buisness Process Reengineering: Text Cases”, PHI,
4. Dale H. Besterfield et al, Total Quality Management, Pearson Education Asia,
5. James R.Evans and William M. Lidsay, The Management and Control of Quality, South-Western (Thomson Learning),
MCBI: 407-INNOVATIONS IN INTERNATIONAL FINANCE

Objectives: The objective of this paper is to acquaint the students with the innovations in the financial management in the open economies featured by large volume of international trade and high international mobility of factors of production.

Unit-I
Foundations of international finance; The importance, rewards and risks of international finance; Some recent innovations in international finance-product innovations, securitization, liberalization of domestic financial market practices, incentives resulting from regulations, improvements in technology, increased financial volatility, competition in financial sector and advances in financial research; different faces of risk management and control;

Unit-II
International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

Unit-III
Evolution of The International Monetary and Financial System ; Managing Short-Term Assets and Liabilities, Long-Run Investment Decisions – The Foreign Investment Decision, Political Risk Management, Multinational Capital Budgeting – Application and Interpretation,

Unit-IV
Cost of Capital and Capital Structure of the Multinational Firm
Dividend Policy of the Multinational Firm,
Taxation of the Multinational Firm, Country Risk Analysis, Long Term Financing.

Reference :
5. Buckley, Adrian, Multinational Finance, PHI, 1996.
MCBI: 408-INNOVATIONS IN RETAIL AND SUPPLY CHAIN MANAGEMENT

Objective: The objective of this course is to acquaint the students with the innovations which are taking place in the field of retail management and expose them to the modern concept of retail and supply chains management.

Unit-I

Unit-II

Unit-III

Unit-IV
Concept of Supply Chain Management: Difference between retail supply chain and manufacturing supply chain, supply chain and logistics. Category and format specific supply chain issues: Food and Grocery supply chain, Apparel and Footwear retailing supply chain, Consumer electronic retailing supply chain, Jewelry, Home furnishings, Health and Beauty, pharmacy, books and others retailing supply chain.

Reference:
2. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning,
5. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)
6. Newman and Cullen - Retailing (Cengage Learning, 1st Ed.)
7. Vedmani G. Gibson - Retail Management - Functional Principles & Practice (Jaico Publications,
MCBI:409-INNOVATIONS IN INFORMATION TECHNOLOGY FOR BUSINESS

Objective: The objective of this course is to familiarize the students with the management information system in the business world.

Unit-I
Fundamentals of Information Systems, Systems approach to Problem Solving, Developing IS Solutions, Case studies.

Unit-II
Corporate Databases: Data Organization, Data Arrangement and Access, Creating the Database, Database Management, DBMS Components, Data Models, Data Security. Case studies.

Unit-III

Unit-IV

References:
Objective: The aim of this course is to provide students with the theory and practice of human resource development (HRD) - a framework for helping employees to develop their personal and organizational skills, knowledge and abilities. Students will gain insights into how HRD has evolved over time to ensure that an organization has the most appropriate means to train employees and to fully exploit the organization's store of knowledge.

Unit-I

Unit-II
Roles and functions of human resource development: Developing human and social capital Undertaking a training needs analysis (TNA) Key stages in the development of the HRD strategy; The roles of the HRD practitioner and line manager in integrating learning in the workplace; Selecting and training trainers and facilitators; Formal training approaches vs. informal training in the workplace; Effectiveness of Training: Identifying Training Needs, Organizing Training Programmes, Innovative tools of effective evaluation and Follow-up of Training. Recent Development in Training System.

Unit-III

Unit-IV
HRD in small and medium sized enterprises; HRD in international offices and with international workforces; The HRD wheel: factors influencing the role, responsibilities, and structure of the HR function; Ethical issues for the practitioner and corporate social responsibility; Continuing professional development and reflective practice. Principle challenges for the future of HRD.

References: