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 Business Economics
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

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

UNIT-IV

UNIT-V

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

**Financial Engineering:** Overview of financial engineering, Meaning, Benchmarking practices, Innovative sources of Finance, Off balance sheet financing, Versatile bonds, Junk Bonds, Vendor Finance, Co operative federation, Funding strategies, monitoring and assessment, Programs and policies to reward various stake holders.

**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,

**Valuation:** Valuing Value, Value based Management, APV tool for valuing Operations, Relative Approaches, Capitalized Earning Method, Valuation of Intangible Assets.
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 Mulhrrin 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 Î” 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, Beckardâ€™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 in 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 in 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
MBA(O): 321-MANPOWER PLANNING & PERFORMANCE APPRAISAL

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 ï 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
GROUP – D (PRODUCTION & TECHNOLOGY)

MBA (OC) - 322: 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


UNIT III

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


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


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**

**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-II**


**UNIT-III**

**Statistical Process Control:** The seven tools of quality, Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

**UNIT-IV**

**TQM Tools:** Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs, FMEA - Stages of FMEA.

**UNIT-V**


**Text Book**

**Books Recommended:**
MBA(O):325- TECHNOLOGY MANAGEMENT

**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**

**Technology Forecasting:** need, methodology and methods, trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics.

**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:**
3. Bowonder B. and Miyake T., "Technological forecasting, Methodologies and Case Studies"
GROUP – E (INTERNATIONAL BUSINESS)
MBA (O):326- 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): 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

UNIT-IV

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. Framework of Managing Exposures, Accounting Implications of Fore Transactions: Derivatives Accounting. Risk Management in a Treasury.

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA(O) 329</td>
<td>Corporate Governance</td>
<td>100</td>
</tr>
<tr>
<td>MBA(O) 330</td>
<td>Managing Technology (Ecommerce)</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Specialized disciplines offered in the 3rd semester</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>to be continued in the 4th semester.</td>
<td>500</td>
</tr>
</tbody>
</table>

#### 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 Marketing
- MBA(O) 347 International Trade Logistics
Objective: The objective of the paper is to acquaint the student with the importance 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, Digital 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 Debjani 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

Introduction to Investment Management: Nature and scope of Investment Decisions, Investment Risk Analysis Technique, Valuation of equities, Debts convertible etc. Securities markets in India and their working.
Investment Management: Introduction to portfolio management, Modern portfolio theory, Assets allocation and portfolio construction, portfolio revision.

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 Analysis: Concept of Traditional and Modern Portfolio Analysis, Rationale of Diversification, Markowitz Theory Risk Í Return Optimization, Single Index Model, Beta Generation in Efficient Frontier, Three securities Model, Interactive Risk through Covariance, Correlation Co-efficient, SharpeÔ Model.
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 Shareholderâ€™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:-

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/ Henderson
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 Henderson (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  Í 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 than 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 organisations. 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:
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
Basics of Supply Chain Management—including Order Management, Logistics. SCM—basic principles, tasks and competencies, interfaces and complexities, Types of SCM, potential benefits of SCM, possible obstacles, Application systems supporting SCM—engineering, Product Data Management, Sales, Procurement, Production, MRP, Distribution.

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 International 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 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):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: