

MBA Course Syllabus

I Semester

101: Principles of Management

Unit-I

Management-Concept, Significance, Principles and Functions-Management and Administration – Managerial Skills- social responsibility of business, Management by Objectives(MBO) Management Thought.

Unit-II

Planning-Nature and Process of Planning- Flexibility of planning- Characteristics of sound plan-Decision Making-Nature of Decision Making-Process and Techniques-Organization-Levels -Organization Structures-Staffing Policies-Line and Staff Relations–Delegation, Centralisation and Decentralisation.

Unit-III

Directing–Leadership-Leadership styles-Communication-Types of Communication-Motivation-Need Theories–Controlling–Types of Control-

Unit-IV

Controlling-System of controlling- Methods, Tools and Techniques of control-Making Controlling Effective-Organising process-Departmentation Types-Making Organising Effective.

Reference Books

1. Agarwal R D Organisation and management – Tata McGrawhill.
2. Koontz and Weichrich Essentials of management – Tata McGrawhill
3. Aswathappa K. Human Resource and personnel Management, Text and cases-Tata McGrahills.
4. Sherlekar- S.A Management – Himalaya publishing house.
5. Robbins Stephen.p and Mary coulter – management – PH1 publisher.

102: Organizational Behaviour

Unit-I

Organisational Behaviour: Definition and, Fundamental concepts of Organisational Behaviour, Elements of Organisational Behaviour, Approaches to Organisational Behaviour Historical perspective of Organisational Behaviour.

Unit-II

Behaviour Concepts-Individual Behaviour –Perception-Learning- Attitude Formation –Motivation – Theories of Motivation:Maslow, Herzberg, David McClelland, and Porter and Lawler-Personality Development –Group Dynamics –Group Formation and Development-Communication –Leadership-Traits Theory-Managerial Grid.

Unit-III

Organizational Theories – Organizational Structure & Design - Organisational Effectiveness: Concept , Approaches to Organisational Effectiveness: Goal attainment Approach, Systems Approach, Behavioural approach.

Unit-IV

Organisational Culture and Climate–Change Management- –Conflict management-Organisational Development-Team management –Transactional analysis.

Reference Books

1. Stephen P. Robbins. ORGANISATIONAL BEHAVIOUR(Pearson education)
2. Keith Davis: HUMAN BEHAVIOUR AT WORK (TaTa McGrahill)
3. P.Subbarao: MANAGEMENT AND ORGANISATIONAL BEHAVIOUR(Himalaya)
4. Fred Luthans, ORGANIZATIONAL BEHAVIOUR TataMcGrahill publishingCo New Delhi.
5. Aswathappa, ORGANIZATIONAL BEHAVIOUR Himalaya Publishing House Mumbai
6. Archana Tyagi, ORGANIZATIONAL BEHAVIOUR, Excel Books, New Delhi
7. Jai B.P. Simha, CULTURE AND ORGANIZATIONAL BEHAVIOUR, Sage Publications.

103: Business Communication

Unit-I

Organisational Communication-Communication-Meaning-Process-Barriers –Principles —
Communication Technology-Implications- Organizational Communication –Formal Vs Informal
Communication –Vertical and Lateral Channels –Making Organisational Communication Effective.

Unit-II

Oral Communication –Non-Verbal Communication –Conversation, Telephone Talk and Listening-
Making Presentations-Conditions-Conducting Meetings and Conferences.

Unit-III

Written Communication –Letter Writing and Employment Correspondence –Memos-Circulars, Minutes –
Emails –Proposals –Reports-Effective Report Writing.

Unit-IV

Leadership Communication –Interpersonal Communication –Communication Audit-Group
Communication –Communication Styles –Communicating Intercultural.

Reference Books

- 1.Piyush Dhar Chaturvedi and Mukesh Chaturvedi, Business Communication(Pearson education)
2. Shirely Taylor, Communication for business (Pearson education)
- 3.Boovee, Thill and Schatzman, Business Communication today(Pearson education)
4. Asha Kaul Effective Business communication (Pentice hall of India)
5. Rai and Rai: Business communication (Himalaya)
6. C.S.Rayudu, communication (Himalaya publishing house)
7. R.K.Madhukar. Vikas publications

104: MANAGERIAL ECONOMICS

Unit- I

Nature, scope, uses, relation with traditional economics, operations research, Mathematics, Statistics, Accounting-responsibilities, objectives of a firm, Basic tools in Managerial Economics-Opportunity cost principle, Incremental principle, principle of time perspective, discounting principle, Equi marginal principle.

Unit-II

Demand determinants, demand function, law of demand: assumptions, exceptions-demand distinctions/nature-elasticity of demand: price, income, cross, promotional-methods of forecasting

Unit- III

Market structure: perfect. monopoly, monopolistic, oligopoly-Nature of profit, theories, functions of profit, breakeven analysis-pricing methods-Cob Douglas production function-ISO quant

Unit- IV

Business Cycles: features, phases, importance, Inflation: types, causes, effects National income: measures, methods, capital budgeting

Reference Books

1. Managerial Economics Theory and Applications. Dr D.M.Mithani Himalaya publishers
2. Managerial Economics R.L Varshny, K.L Maheshwari sultan chand publishers
3. Managerial Economics analysis, problems P.L Me sultan chand publishers
4. Managerial Economics D.N Dwivedi
5. Managerial Economics and Financial Analysis P.Prem Chand Babu, M.MadanMohan, Himalaya

105: STATISTICS AND RESEARCH METHODOLOGY

Unit- I

Measures of Central Tendency and Dispersion, Skewness and Kurtosis-Correlation Analysis: scatter diagram, positive and Negative correlation, limits for coefficient of correlation, Karl pearson's coefficient of correlation, Spearman's rank correlation, Regression analysis: concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients, Curve fitting analysis.

Unit- II

Statistical Inference: Introduction to null hypothesis Vs alternative hypothesis. Tests of hypothesis, procedure for testing of hypothesis, tests of significance for small samples, application, T-test, F-Test, Chi-square test, ANOVA one way and two way classifications.

Unit-III

Meaning and Definition of Research, Nature and importance of research the role of business research, aims of social research, research process, Quantitative and Qualitative Research, Types of Research, Research design, Meaning of research design, Functions and goals of research design, Pilot study and case study, Concepts of a Research plan, Induction and Deduction method.

Unit-IV

Data source and Management problems: sampling techniques: Probability and non-probability sampling methods, Sources of secondary data, tools for collection of primary data, Report writing: Preliminary pages, main body and appendices including bibliography, oral presentation.

Reference Books

1. N.D. vohra, 2001, Quantitative Techniques in management, Tata McGraw Hill, 2nd edition.
2. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, 2007, Quantitative analysis for management, 9th Edition, Pearson publication
3. Gupta S.P. Statistical Methods. Sultan chand and sons, New Delhi.2005
4. C.R. Kothari, Research Methodology: Methods and Techniques, 2/e, Vishwa Prakashan, 2006.
5. Willam G. Zikmund, Business Research Methods, Thomson, 2006.

106. ACCOUNTING FOR MANAGEMENT

UNIT-I

Introduction: Book-Keeping – Branches of Accounting – Systems of Accounting – Objectives of Accounting – Importance of Accounting - Principles of Accounting – Accounting Standards – Role of computers in Accounting. (Theory only)

UNIT-II

Accounting Process: Double Entry System of Accounting – Classification of Accounts – Accounting Process – Journal – Ledger – Subsidiary Books – Trial balance - Manufacturing account - Trading and profit and loss account - Balance sheet with adjustments. (Theory and Problems)

UNIT-III

Valuation of Assets: Concept of capital and revenue expenditures – Deferred revenue expenditure - Concept of Depreciation – Purpose – Causes - Methods of Depreciation – Inventory valuation methods – Concept of Goodwill – Methods of goodwill valuation. (Theory only).

UNIT-IV

Issue of Shares: Meaning – Classification of shares – Equity shares – Preference shares - Shares issued at par – Premium – Discount – Forfeiture – Re-issue of Shares. (Theory and Problems).

Reference Books

- S.N. Maheswari, Accounting for Management, Sultan Chand Publishing House Pvt. Ltd.
- Jain S.P, Narang K.L and Simmi Agarwal, “Accounting for Managers”, Kalyani Publishers, New Delhi.
- Wild. J.J., Subramanyam, K.R. Halsey, R.F., Financial Statement analysis, Tata McGraw Hill.
- Narayana Swamy, “Financial Accounting: A Managerial Perspective”, Pearson Education.
- Prasad, G. “Financial Accounting and Analysis” Jai Bharat Publishers, Guntur.
- Ramachandran and Kakani, “Financial Accounting for Management”, TMH, New Delhi.
- Prasad, G. “Accounting for Managers”, Jai Bharat Publishers, Guntur.

107: COMPUTER APPLICATIONS IN MANAGEMENT

Unit-I

Computer Basics : Definitions – Features – Organisation - Advantages and Limitations – Generations – Classifications - Hardware and Software, - Operating system – Types and functions, Types of networks – Advantages - Topology.

Unit-II

MS-Office : Applications and Features - Word Processing Basics – Home – Insert – Page Layout – References – Mailings – Review – View Menu Options.

Unit-III

MS-PowerPoint : Features – Slide Preparation – Home – Insert – Design – Animation – Slide Show – Review – View menu Options – Applications of MS-PowerPoint.

Unit-IV

DBMS – Concept – Advantages and Applications; MS-Excel : Basics - Home – Insert – Page Layout – Formulas – Data – Review – View Menu Options – Advantages of MS- Excel.

REFERENCE BOOKS

1. Rohit Khurana, Introduction to Information Technology, Pearson Education.
2. ITL education: Introduction to Computer Sciences, Pearson Publishers
3. Hunt and Shelly: Computers and commonsense, PHI publishers.
4. Dhiraj Sharma, Information Technology for Business, Himalaya Publishing House.

II Semester

201: MARKETING MANAGEMENT

Unit-I

Introduction to Marketing: Definition, Nature , Scope and importance of Marketing – Marketing Concepts – Marketing Vs Selling – Marketing Environment: Meaning, Micro environment, Macro environment, Environment analysis.

Unit-II

Consumer Behavior: Meaning, factors influencing buying behavior, consumer decision making process – Segmentation: Need, Benefits and Bases of segmentation – Target market – Positioning -Marketing Research .

Unit-III

Developing Marketing Strategies : Developing New Product, Product Life Cycle and Marketing Strategies, Designing Marketing Strategies for Market leaders, Challengers, Followers and Nichers – Branding: Essentials of a good brand, types of brands - Packaging and labeling – Pricing: Objectives, factors affecting pricing decisions, pricing methods.

Unit-IV

Channels of Distribution: Definition, Need and Types of Channels – Promotion mix: Advertising, Sales promotion, Personal Selling, Public Relations –Recent trends in Marketing.

Reference Books

- 1.Marketing Management, R.S.N Pillai, Bagavathi, S.Chand
- 2.Business Marketing Management:B2B,Hutt & Speh ,Cengage Publisher
- 3.Marketing Management Text & Cases,Indian Context Tapan K Panda ,Excel Publisher
- 4.Principles of Marketing Kotler Armstrong PHI Publisher
- 5.Marketing Management,Rajan Saxena .TMH Publisher

202: HUMAN RESOURCE MANAGEMENT

Unit-I

Human Resource Management- Concept, Scope, Philosophy, Significance, Objectives, Functions- Organizing HRM function-HR Planning-Job analysis, Job description, Job specification.

Unit-II

Recruitment : Sources of recruitment, methods of recruitment, Selection procedure, selection tests, Placement and follow up-performance appraisal system, importance, objectives, techniques.

Unit-III

Training: Objectives, determining training needs and developing an efficient training mechanism, evaluation, career planning and developing methods.

Unit-IV

Job Evaluation techniques, Employee welfare and social security measures, grievance management, importance process and practices.

Reference Books

1. Personnel Management Text and Cases C.B. Mamoria, S.V. Gankar, Himalaya publications
2. Human Resource Management text and cases V.S.P. Rao, Excel Books.
3. Human Resource Management Text and cases K. Aswathappa, McGraw-Hill
4. Human Resource Management Garry Dessler, Pearson Education.

203. FINANCIAL MANAGEMENT

UNIT-I

The Finance Function: Introduction - Nature and scope of Financial Management - Functions - Objectives of Financial Management. The agency relationship and costs. (Theory only).

Financial Statement Analysis: Meaning – Classification – Trend analysis – Comparative statement analysis – Common-size statement analysis – Funds flow analysis – Cash flow analysis – Ratio analysis. (Theory and simple problems)

UNIT-II

Financing Decisions: Sources of Finance – Short term sources – Long term sources – Leverage analysis – Capital structure decisions – Theories – Factors influencing Capital Structure – Cost of Capital – Elements of Cost of Capital – Measurement of Cost of Capital – WACC. (Theory and Problems)

UNIT-III

Investment Decisions: Capital budgeting - Evaluation criteria – Traditional methods – Discounted Cash Flow Techniques.

Liquidity Decisions: Working Capital Management - Factors of determining the working capital -Operating cycle –Methods of estimating working capital requirements – Management of cash – Receivables management – Inventory management – Cash budget. (Theory and Problems)

UNIT-IV

Dividend Decisions: Meaning – Forms of dividend issues - Dividend theories – Factors influencing dividend policy. (Theory only)

Reference Books

1. I.M. Pandey, “Financial Management”, Vikas Publishing, 2007.
2. M.Y Khan & P.K. Jain, “Financial Management, Text and Problems”, TMH, New Delhi.
3. Prasanna Chandra, “Financial Management: Theory and Practice”, TMH, New Delhi.
4. Bruner. R.F., “Case Studies in Finance”, Tata McGraw Hill, New Delhi.
5. Managerial Finance, Gitman L.J., 11th Edition, Pearson Education 2006.
6. Principles of Corporate Finance, Richard A Brealey et al., Tata McGraw Hill 2007.
7. Corporate Finance: Theory and Practice, Vishwanath.S.R.2007, 2/e, Sage Publications.
8. Financial Management – Text and cases, Bringham & Ehrhardt, Cengage, 2005.
9. Case Studies in Finance, Bruner.R.F.2007, 5th Edition, Tata McGraw Hill, New Delhi.

204: PRODUCTION MANAGEMENT

Unit-I

Production system, objectives, classification: job shop, batch, continuous, cellular-production planning: tactical, operational, strategic-maintenance management: functions, objectives, types -productivity

Unit-II

Just in Time Manufacturing: basic elements, philosophy, benefits, kanban system-value engineering: origin, meaning, definition, uses, Ten Commandments (principles)-Business Process Reengineering: characteristics, need, advantages-Work measurements: objectives, procedure, time study

Unit-III

Shop floor planning: Johnson's rule, extension of Johnson's rule, CDS Heuristics, LOB, line balancing-Inventory management: objectives, techniques-Facility location: errors in selection, steps in location selection, relative importance of location factors.

Unit-IV

Control charts: types, acceptance sampling-quality circles: structure- ISO 9000,Six sigma, material management: Objectives, importance

Reference Books

- 1.Production Management, Martand T. Telsang S.Chand Publishers
- 2.Production and Operations Management K.Aswhappa,K.Shridhara Bhat Himalaya Publishing House
- 3.Production and Operations Management R.Pannerselvam PHI publishers
- 4.Production and Operations Management S.N Chary Mcgraw Hill
- 5.Production and Operations Management -Text and cases Upendra kachru,Excel Books

205: OPERATIONS RESEARCH

Unit-I

Definition, Importance of Operations Research for Management, Nature of Operations Research, Scientific method in operation research, Characteristics and phases of Operations Research, Classification of models, Principles of modeling, Problem models of Operations Research, scope and limitations. Linear programming: formulation, Graphical solutions, Simplex method, Big-M method and two phase method.

Unit-II

Transportation problem, formulation, optimal solution, unbalanced transportation problem, Degeneracy, Assignment problem, Hungarian method, traveling salesman problem, solutions.

Unit-III

Network Analysis, Activity, merge event, burst event, looping, dangling, Redundancy, project Management by PERT/CPM, project crashing, PERT analysis and Computations.

Unit-IV

Game theory; concepts, Characteristics, pay off matrix, maximin-minimax principle, saddle point, Dominance, Zero-sum game, two, three and more persons games, analytical method of solving two person zero sum games, graphical solutions for $(m \times 2)$ and $(2 \times n)$ games, linear programming method in game theory, Iterative method.

Reference Books

- 1, Shenoy, G.V. Srivastava, V. K. and Sharma S.C., "Operations Research for Management".
2. Kantiswaroop, Man Mohan and Gupta, Operations Research.
3. Goel and Mittal, Operations Research.
4. Sharma S.K. k., Operations Research.
5. Hamdy, A. Taha: Operations Research: An introduction, prentice Hall of India New Delhi, 2007.

206: MANAGEMENT INFORMATION SYSTEM

Unit-I

Introduction: System : Definition - Types of System - Information System : Types – Management Information System (MIS) : Meaning - Importance – Organizational Structure of MIS – Role of the Management Information System - Impact of the Management Information System – Applications of MIS

Unit-II

System Development Life Cycle (SDLC), Prototyping: Steps in Prototyping – Development and Implementation of the MIS - Software Development : Importance and Steps, Outsourcing: Types and Importance.

Unit-III

Concept of Decision Support System (DSS) – Types - MIS and the role of DSS – Concept of Group Decision Support System (GDSS) – Concept of Executive Support System (ESS) - Knowledge Management : Concept - Importance - Approaches – Issues – HR Contribution to Knowledge Management – Artificial Intelligence System.

Unit-IV

Functional Information Systems: Marketing Information System - Financial Information System - Human Resource Information System - Manufacturing Information System - Strategic Information System.

REFERENCE BOOKS

1. Kenneth C. Laudon and Jane P. Laudon: Management Information System, Eighth edition Prentice Hall of India.
2. Jawadekar W.S., Management Information System, TaTa McGraw Hill Publishing Company Limited, New Delhi.
3. James A.O Brien: Management Information Systems, TaTa McGraw Hill Publishing Company Limited, New Delhi.
4. Effy OZ, Management Information System, Vikas Publishing House.
5. Gordon B. Davis and Margrethe H. Oison, Management Information System, TaTa McGraw Hill Publishing Company Limited, New Delhi.
6. C.S.V. Murthy: Management Information System, Himalaya publishing House
7. David L Olson: Managerial issues of Enterprise resource planning systems, TaTa McGraw Hill Publishing Company Limited, New Delhi.

207: BUSINESS ENVIRONMENT AND GOVERNMENT POLICY

Unit-I

Business Environment: Types of Environment, Internal and external, Micro environment and Macro environment, Nature of economy, structure of the economy, economic policies, economic conditions and economic factors.

Unit-II

Political and legal environment: Political institutions, State Intervention, Reasons for state intervention, Types of intervention, Government and business interfa ce , FEMA, CCI Act(Competition Commission of India Act)

Unit-III

Socio-cultural environment: Impact of culture on Business, Social responsibilities of business, Business and society.

Unit-IV

Business Ethics and corporate Governance: Nature of ethics, importance of ethics, managing ethics, Nature of corporate governance, Culture influencing corporate governance- Companies Act 1956; Evaluation of the Company, Classification of companies, objectives of the Act, Company Formation, Company Law.

Reference Books:

1. K. Aswathappa, Business environment and Govt. policy
2. Frances Cherniman Business environment, Himalaya publishing house.

III Semester(MBA)

301: BUSINESS LAW

Unit – I

The Indian Contract Act – 1872 : Nature of a Contract, Essentials elements of valid Contract – Contingent Contracts – Performance and Discharge of Contracts – Breach of Contract and its Remedies.

Negotiable Instruments Act – 1881: Negotiable Instruments – Promissory Note, Bills of Exchange & Cheque and their definitions and characteristics –Types of Endorsements.

Unit – II

Sale of goods Act – 1930 : General Principals; Conditions and Warrantees; Performance of Contract of Sale; Rights of Unpaid Seller.

Indian Partnership Act – 1932 : Elements of partnership, Constitution of Partnership, Forms of partnership, Types of partners– Rights, Duties and Liabilities of Partners.

Unit - III.

The Companies Act – 1956 : Meaning of a company, Characteristics and Types of Companies – Steps and Procedure for incorporation of the Company – Memorandum of Association, Articles of Association - Prospectus – Shares - Company Management: Company Meetings, Resolutions; Prevention of Oppression and Mismanagement of Company.

Unit –IV

Income Tax Act – 1961 :Introduction: Income- person– Assessment Year- Previous year – Gross Total Income – Procedure for Advance Payment of Tax - Tax Deducted at Source – Assessment Procedure (Theory only)

Reference Books

1. Bansal, C.L., Business and Corporate laws, 1st Edition, Excel Books, 2006.
2. Maheswari, S.N., 7 Maheswari, Business Regulatory Framework, Himalaya Publishing House, 2006.
3. Lal, B.B., & Vashisht, N., Direct Taxes, Latest Edition, Pearson Education, 2009.
4. Kapoor, N.D., Mercantile law, Sultan Chand & Sons, 2006.

302 : SUPPLY CHAIN MANGEMENT

Unit – I

Meaning and Definition of Supply Chain Management – Supply Chain in Domestic and Global Environment – Benefits – Value Chain in Selling and Procurement – Improving Supply Chain Forecasting – Purchase and Supply Chain – Production and Supply Chain.

Unit – II

Planning Demand and Supply in a Supple Chain – Planning and Managing inventories in Supply Chain – Transportation in a Supply Chain – Network Design Decisions – Information Systems in a Supply Decision.

Unit – III

Production in Supply Chain Management – Purchasing in a Supply Chain Management – Financial Issues – E-Business and Supply Chain Management.

Unit – IV

Supply Chain Integration – Coordination in a Supply Chain Inter Functional Coordination – Inter Corporate Coordination – Measuring Performance in the Supply Chain – Supply Chain Restructuring.

Reference Books

1. Janat Shah, Supply Chain Management, Pearson Education, 2006.
2. Mohanty, R.P., and Deshmukh, S.G., Supply Chain Management, Jaico.
3. Anurag Saxena and Kaushik Sircan, Logistics and Supply Chain Management, Himalaya Publishing House, 2005.
4. Suni Chopra and Peter Meindl, Supply Chain Management, Pearson Education Ltd.

303 : TOTAL QUALITY MANAGEMENT

Unit-I

Total Quality Management: History and Evolution – Core Concepts-Definitions – Framework – Customer Satisfaction – Customer Satisfaction Measurement – Customer Satisfaction Model – Service Quality – Customer Satisfaction Determinants – Learning's from Quality Gurus: Shewart, Deming Juran, Feiganbaum, Ishikawa, Crosby, Conway and Taguchi.

Unit-II

Management Tools : Force Field Analysis – Affinity Diagram, JIT, Quality Circles, Cost-Benefit Analysis, Flow Charts, Run and Control Charts, Check Sheets, Histograms, Scatter Diagrams, Cause and Effect Analysis – Process Simulation.

Unit-III

Tools for Quality : Bench Marking – Quality Function Deployment (QFD), Quality by Design, FMEA, Total Productive Maintenance, ISO – 9000, ISO – 14000, ISO-18000,COPC – 2000.

Six Sigma : Definition; competitive Advantages, Implementation of Six Sigma, Core of Six Sigma, Design for six Sigma (DFSS) and Tools.

Unit-IV

Business Process Reengineering : Introduction – Principles and Methods – Methodology for Reengineering Business – The Matrix of Change – Process reengineering – Redesign Organisation for Time Based Management – Reengineering for Revenue – reengineering Methodologies and Tools, Creating Robust Work Processes.

Reference Books

1. Sunil Sharma, Total Engineering Quality Management, Macmillan India Ltd., 2003.
2. Mukargee, P.N., Total Quality Management, Prentice Hall of India, New Delhi.
3. Gopalan, M.R., Bicheno John, Management Guide to Quality and Productivity, 2nd Edition, Biztantra, 2005.
4. Evans R. James, Total Quality Management Organisation and Strategy, 4th Edition, Thomson Publications.

MARKETING ELECTIVES

311: CONSUMER BEHAVIOUR

Unit-I

Contemporary Dimensions of Consumer behavior, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies, Consumer Behaviour Models

Unit-II

Environmental influences on consumer behavior – Cultural influences – Social class, Reference books books groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences

Unit-III

Role of advertisement in FMCG, consumer durables, industrial raw materials, investment goods-methods of purchase and its results, process of purchases, retail and in home shopping and buying

Unit-IV

Consumer protection before 1986 act, consumer and food adulteration act, Consumer buying habits and perceptions of emerging non-store choices

Reference Books

- 1.Consumer Behaviour in Indian context, P.C.Jain, Monika Bhatt
- 2.Consumer Behavior, Loudon and Della Bitta, TMH
- 3.Buyer Behavior, Deon, Oxford University Press
- 4.Consumer Behaviour, Schiffman And Kanuck: Pearson Education
- 5.Consumer Behaviour in Indian Perspective,Suja R.Nair Himalaya Publishers

312 : SERVICES MARKETING

Unit-I

Services Marketing : Concept – Characteristics - Classification of Services – Difference between services and goods – Contribution of services sector to the Economy; Trends in service Marketing ; Consumer behavior: Consumer purchase behaviors ; Evaluation of service alternatives –Customer satisfaction – Past purchase evaluation by customer.

Unit-II

Developing Services Marketing Mix : Service Product – Pricing in services – Service Promotion - Place in service – Role of People in Service Marketing – Physical Evidence of Service.

Unit-III

Service Quality: Meaning – Dimensions in Service Quality – Measurement of Service quality – Gap analysis in service quality – Benefits of Service quality; Customer Retention and customer loyalty.

Unit-IV

Marketing Planning for Services : Strategic Planning process; Benefits of Marketing Planning for Services; Problems in Marketing Planning, Managing demand supply – Forecasting Demand and Measurement – Reshaping the demand – Ques and the associated Problems- Yield Management.

Reference Books

1. Christopher Lovelock, services marketing People, Technology, Strategy, Pearson Education.
2. Rajendra Nargundher, Services Marketing, Mc Graw Hill Publications.
3. Adrian Payne, The Essence of Service Marketing, Prentice Hall of India.
4. Ram Mohan Rao, Services marketing, Pearson Education.
5. Roland T. Rust, Anthony J. Zahorick and timothy i. Keilninghan, Services Marketing, Addison Wesley.
6. Bhattacharya, Services Marketing, Excel Publications.
7. Vasanthi Venugopal & Raghu V.N.Services Marketing Himalaya Publishing House.
8. Govind Apte, Services Marketing, Oxford University Press.

313 : PRODUCT AND BRAND MANAGEMENT

Unit-I

Product Management: Objectives, responsibilities of product manager, levels of product, product mix, product classification, PLC & strategies in each stage

Unit-II

Product positioning strategies, packaging, strategies of leaders, challengers, followers-packaging management: definition, significance, essentials of a good package, functions of packaging, kinds of packaging-new product development

Unit-III

Brand equity, brand extensions: horizontal and vertical-brand personality: measuring through brand personality scale (BPS), brand positioning

Unit-IV

Brand relaunch and repositioning, brand building: on line vs. offline brand building-brand limitation, retail branding, Global branding strategies: global brand planning process, creating cross-country synergy

Reference Books

1. Product & Brand Management (Text and cases) K. Venu Gopal Rao, Himalaya publishers
2. Product Management in India, Ramanuj Majumdar, PHI
3. Brand positioning & strategies for competitive advantage, Subroto Sengupta, Tata Mcgraw Hill
4. Brand Management Text and cases Harsh V Verma, Excel publishers

314 : RURAL MARKETING

Unit-I

Rural Marketing – Definitions, Scope and Significance – rural Vs Urban Marketing – Growth of Urban and rural Areas – Role of rural Marketing in Economic Development.

Unit – II

Consumer Profile and Behaviour Patterns – Rural Consumer Characteristics and influences – Buying Models – Segmentation – Positioning – Marketing Research Techniques in Rural Marketing.

Unit – III

Product Strategy – Decisions with Rural Orientations and Branding – Packaging Decisions – Spurious products – Innovation, Diffusion and Adoption – launching of New Product in rural Areas – Pricing Strategies.

Unit – IV

Promotion Strategy – Promotional Mix with Rural Orientation – Strategies of Product Selling, Sales promotion and Publicity – Rural Advertising.

Reference Books

1. C.S.G. Krishnamacharyulu and R. Lalitha, Rural Marketing: Text and Cases, Pearson Education.
2. Sukupal Singh, Rural Marketing Management, Vikas Publications.
3. Bide & Badi, Rural Marketing, Himalaya Publications.

FINANCE ELECTIVES

321: FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

Unit – I

Indian Financial System: Structure – Financial system and Economic development – Financial sector Reforms; Banking system: Commercial Banks – Functions - Banking innovations: Non Banking Financial institutions: Importance – growth – Regulation of NBFCs – Insurance industry – Role of IRDA.

Unit – II

Financial Markets: Functions - Types of Financial Markets – Instruments of Capital and Money Markets – Relationship between Primary and Secondary Markets – Methods, steps and guidelines for new Issue.

Unit-III

Secondary Market: Organization – Functions - Listing of securities – Methods of Trading – Settlement procedures – Types of Speculators – Stock indices – Role of SEBI in regulating Stock exchanges.

Unit – IV

Financial Services: Concept – Features – Importance; Merchant banking: Services of Merchant banking ; Leasing and Hire purchase - ; Factoring – Venture capital Financing; Credit Rating – Functions and advantages – Mutual funds – Types – Operational Procedures.

Reference Books

1. Gordon and Natrajan., FINANCIAL MARKETS AND SERVICES, Himalaya Publishing House, Mumbai.
2. Madura., FINANCIAL INSTITUTIONS AND MARKETS, Thomson.
3. M.Y. Khan, FINANCIAL SERVICES, Tata Mc Graw Hill, New Delhi.
4. Varma, J.C., MERCHANT BANKING, Tata Mc Graw Hill, New Delhi.
5. Vastsara & Nigam, MANAGEMENT OF INDIAN FINANCIAL INSTITUTIONS, Himalaya Publishing House, Mumbai.

322: BANK MANAGEMENT

Unit-I

Introduction to Banking: Emergence and Importance of Banking, An overview of development in banking since independence - Banking Sector Reforms in India: An overview - Co-Operative bank, nationalized banks, private sector banks, international bank, foreign banks, offshore banks - Recent development in banking sector - RBI: role and functions

Unit-II

Commercial banking system: Services of commercial banks – Sources of bank funds – Branch expansion policy – Retail banking – Credit management – Lending policy – Microfinance. Non-banking finance companies – Functions and operations – Acceptance of public deposits

Unit-III

Liquidity management in commercial banks: Theories of liquidity management – Management of reserves – Statutory liquidity ratio – Cash reserve ratio.

Unit-IV

Management of non-performing assets: Prudential norms – Accounting standards.– Management of income – Operational efficiency – Investments of commercial banks.

Reference Books

R.M. Srivastava and Diya Nigam : Management of Indian Financial Institutions (HPH)
Paul and Suresh: Management of Banking and Financial Services (Pearson)
Beatriz Armendariz and Jonathan Morduch : The Economics of Micro Finance (PHI)

323: COST AND MANAGEMENT ACCOUNTING

Unit-I

Cost Accounting: Cost Concepts – Nature and Scope – Objectives - Classification of Cost – Importance of Cost Accounting - Elements of cost – Distinction between Cost Accounting and Financial Accounting - Preparation of Cost sheet and Tender – Advantages of Cost Accounting – Limitations of Cost Accounting – Future of Cost Accounting (Theory and Problems).

Unit – II

Methods of Costing: Meaning and Types; Process Costing: Meaning – features – Applications – Normal and Abnormal Losses – Process Accounts with Stocks; Techniques of Costing : Concept and types - Budgetary control : Concepts – Classification of Budgets – Sales Budget – Purchases Budget - Cash budget – Production Budget - Fixed and Flexible budget – Zero based budgeting – Master Budget – Advantages and Limitations of Budgetary Control (Theory and Problems).

Unit – III

Management Accounting: Meaning and Definitions – Nature and Scope – Objectives - Need – Functions – Advantages – Limitations - Distinction between Management Accounting and Financial Accounting - Distinction between Cost Accounting and Management Accounting. Accounting Ratios : Concept – Steps in Ratio Analysis – Classification of Ratios – Advantages – Limitations (Theory and Problems).

Unit – IV

Funds Flow Analysis : Concept of Fund – Need for Funds Flow Statement – Advantages – Statement of changes in working Capital – Preparation of Funds Flow Statement; CVP Analysis – Break-Even Analysis : Concept - Practical Problems in BEP – Applications of Break-Even analysis – Distinction between CVP Analysis and BE Analysis. Management Reporting : concept – Types of Reports (Theory and Problems).

REFERENCE BOOKS

1. Ravi M. Kishore, Cost and Management Accounting, Taxmann Allied Services Pvt. Ltd., New Delhi
2. Saxena V.K. and Vashist C.D., Advanced Cost and Management Accounting, Sultanchand and sons, New Delhi
3. Arora M.N, COST and MANAGEMENT ACCOUNTING:, Himalaya Publishing House Pvt. Ltd., Hyderabad.
4. Maheswari S.N, ACCOUNTING FOR MANAGEMENT, Sultan Chand Publications Pvt Ltd., New Delhi.
5. J. Madegowda, Advanced Management Accounting , Himalaya Publishing House.
6. Prashanta Athma, Cost and Management Accounting, Himalaya Publishing House.

324: STRATEGIC FINANCIAL MANAGEMENT

Unit – I

Financial Policy and Strategic Planning: Components of financial strategy - Objectives and goals; Strategic planning process.

Unit – II

Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investments.

Unit – III

Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

Unit – IV

Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

Reference Books

1. Allen D: An Introduction to strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
3. Copeland, T., T Koller and J Murrin: Valuation: Measuring and managing the value of Companies, John Wiley, International Edition, New York.
4. Copeland, T.E. and J.F Weston: Financial Theory and Corporate Policy, Addison-Wesley, New York.
5. Hampton, Jone: Financial Decision Making, PHI, New Delhi

HRM ELECTIVES

331: HUMAN RESOURCE DEVELOPMENT

Unit – I

Human Resource Development: concept, Origin and Need for HRD; Human Development and human Resource Development; Dimensions and Targets of Development.

System Approach to HRD; Activity Areas of HRD; HRD Interventions ; Performance appraisal, Potential Appraisal, Feedback and Performance coaching, Career Planning Rewards, Employee Welfare and Quality of Work Life, HRD Climate;HRD Audit Strategic HRD.

Unit – II

HRD –Trends: Organization Development; Transactional e: Analysis; Assessment Centre HRD Experience in Indian Organizations; Future of HRD.

Unit – III

Human Resource Training : Concept and Importance: Assessing Training Needs: Process of Training; Designing and Evaluating Training and Development Programmers.

Unit – IV

Types and Methods of Training On the job and Off the job; Training Methods Lecture, Role Play, Structured and Unstructured Discussions, In Basket Exercise, Simulation, Vestibule Training, Management Games, Case Study,

Reference Books

1. Rao, T.V., Human Resource Development, Sage publications, New Delhi.
2. T.V. and Pareek, Udai, designing and managing Human Resource Systems; Oxford and IBR Pub. Ltd., New Delhi.
3. Nadler, Leonard, Corporate Human Resource Development, Van Nostrand Reinhold/ASTD, New York.
4. ILo, Teaching and Training Methods for Management Development Hand Book McGraw Hill, New York.
5. Graig, Robert l. and bittel Lester R.(ed), Training and Development Development Hand Book McGraw Hill,New York.
6. Rao T.V.(et),HRD in the New Economic Environment, TMH ,New Delhi.

332 : MANAGEMENT OF INDUSTRIAL RELATIONS

Unit – I

Industrial Relations: concept, Approaches, Evolution of Industrial Relation in India Comparative Analysis of IR Systems in UK and USA.

State Policy on Industrial Relations: Indian Labor Conference: Standing Labor Committee, Industrial committees: wage boards; evaluation and Implementation of Committees, Code of Discipline and Code of Conduct. Joint consultation and workers participation in management: ILO and its impact

Unit – II

Industrial Conflict: Causes, Trends, manifestations and Effects. Methods and Machinery for Settlement of Industrial Disputes in India.

Unit – III

Employees, Associations: Growth and Functions of Trade Union: Concept, Objectives and Functions; Theories of Trade Unionism; Trade union Movement in India, UK and USA.,

Unit – IV

Trade Unionism in India: Problems of Trade Union; Recognition, Leadership, political involvement, Inter and Intra union rivalry, Finance, Trade Union structure; National trade Union Federations; emerging Trends in Unionism in India.

Reference Books

1. Ratna sen, Industrial Relations, Macmillan, New Delhi.
2. Jermo Joseph, industrial Relations , Response Books, New Delhi
3. Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub. Co.Ltd., New Delhi.
4. Sharma, A.M., Industrial Relations, Conceptual and Legal Frame Work, Himalaya Publishing House, Mumbai.
5. Verma, Pramod, Management of industrial Relations, Oxford 7 IBH Pub. Co., New Delhi.
6. Venkataratnam, C.S., Industrial Relations in India States, Global Business Press, New Delhi.
7. Sinha P. R. N. et. al., Industrial Relations, trade Unions and Lab our Legislation, Pearson, New Delhi.

333: COMPENSATION MANAGEMENT

Unit – I

Employee Compensation: Concept and Significance - wage Concepts: Minimum Wage, Fair Wage, Living Wage, Need - based Minimum Wage, Money Wage and Real Wages: Wage Policy in India; Wage Theories.

Unit – II

Wage Determination : Principles, Determinants and Methods; Wage Survey; job Evaluation; Wage Differentials: Occupational, Skill, Sex, Inter- Industry, Regional and Sectoral.

Wage Fixation Mechanisms: Statutory Wage Fixation, Wage Boards, Collective Bargaining, Adjudication, Pay Commissions: Wage Fixation in Public Sector.

Unit – III

Incentives : Principles and Procedures for Installing Incentive Systems; Types of Wage Incentive Systems, Wage Incentive Schemes in India

Unit – IV

Wage and Salary Policies in Organizations : Role of HR Department in Wage and Salary Administration; Managerial Compensation Components such as Salary, Bonus, Long Term Incentives, Recent trends in Managerial MNCs..

Reference Books

1. Subramanian, K.N., Wages in India, Tata Mc Graw Hill Publishing Co.,Ltd., New Delhi-
2. Sarma, A.M., Understanding Wages Systems; Himalaya Publishing House, Mumbai
3. Verma, Promod, Wage Determination: Concepts and Cases, Oxford and IBH Publications, NEW Delhi
4. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allid Book Agency Calcutta.
5. Aswathappa, K., Human Resource and Personnel Management, Tata Mc Graw Hill Publishing Co.,

334: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

Unit – I

Labour Welfare : Concept, Scope and Philosophy of Labour Welfare; principles of Labour Welfare: Indian Constitution and Labour Welfare Historical Development of Labour Welfare in India: Impact of ILO on Labour Welfare in India; Agencies of Labour Welfare and Their roles: State, Management, Trade Unions and Voluntary Agencies.

Unit – II

Labour Welfare Programmes ; Statutory and Non-Statutory, Extra Mural and Intra Mural: Canteen, Housing, Workers Education Scheme; Welfare Office: Role , Status and Functions.

Unit – III

Social Security : Concept and Scope; Social Assistance and Social Insurance, Development of Social security in India; Social Security Measures for Industrial Employees.

Unit – IV

Labour Administration : Central Labour Administrative Machinery in India; Chief Labour Commissioner , Director general of Employment and Training, director general of factory Advice Service, Provident Fund Organization, ESI Scheme : Labour Administration in AP

Reference Books

1. Moorthy, M.V., Principles of Labour welfare in India, Sree Ram Centre
2. Sharma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Pub. House, Mumbai.
3. Ram Chandra P.Singh, Labour Welfare Administration in India, Deep & deep Pub., New Delhi.

305. ENTREPRENEURSHIP DEVELOPMENT (Non-Core)

UNIT – I : Entrepreneur & Entrepreneurship Development: Characteristics of Entrepreneur – Attitude; Qualities and Functions – Importance of Entrepreneur – Role Models – Theories of Entrepreneurship – Entrepreneurship Development - Entrepreneurship – Causes and Climate: Role of Government in Promotion of Entrepreneurship.

UNIT – II : Idea Generation and Feasibility Planning: Sources of New Ideas – Methods of idea generation – Creative problem solving – Opportunity Recognition – Fundamentals of Feasibility Planning – Four Stages Growth Model.

UNIT – III : Managerial Aspects of Entrepreneurship : Sources of Finance – Working Capital; Venture Capital; Seed Capital – Financing Agencies – Government grants; Subsidies; Investors; Private Offerings – Product Development – Marketing Management, HRM in SMES.

UNIT – IV : Entrepreneurial Strategy : Generation of New entry Opportunity – Entry Strategy - New Entry Exploitation – Decisions under uncertainty – Risk Reduction Strategies – Growth Strategies – Innovations Strategies and Managing Newness.

Suggested Books:

1. Nanda, H., Fundamentals of Entrepreneurship, PHI, First/e, New Delhi, 2009.
2. Vasanth Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 2009.
3. Bholanath Dutta, Entrepreneurship Management – Text and Cases, Excel Books, 2009.
4. Morse & Mitchell, “Cases in Entrepreneurship” , SAGE Publishers, New Delhi.
5. Barringer & Ireland, Entrepreneurship – Successfully Launching New Ventures, Pearson, 2006.
6. Poornima Charantimath, Entrepreneurship Development & Small Business Enterprises, Pearson Education.
7. Khanka, S.S. “Entrepreneurial Development “ , S.Chand.

III Semester MBA(HRM)

301: BUSINESS LAW

Unit – I

The Indian Contract Act – 1872 : Nature of a Contract, Essentials elements of valid Contract – Contingent Contracts – Performance and Discharge of Contracts – Breach of Contract and its Remedies.

Negotiable Instruments Act – 1881: Negotiable Instruments – Promissory Note, Bills of Exchange & Cheque and their definitions and characteristics –Types of Endorsements.

Unit – II

Sale of goods Act – 1930 : General Principals; Conditions and Warrantees; Performance of Contract of Sale; Rights of Unpaid Seller.

Indian Partnership Act – 1932 : Elements of partnership, Constitution of Partnership, Forms of partnership, Types of partners– Rights, Duties and Liabilities of Partners.

Unit-III.

The Companies Act – 1956 : Meaning of a company, Characteristics and Types of Companies – Steps and Procedure for incorporation of the Company – Memorandum of Association, Articles of Association - Prospectus – Shares - Company Management: Company Meetings, Resolutions; Prevention of Oppression and Mismanagement of Company.

Unit –IV

Income Tax Act – 1961 :Introduction: Income- person– Assessment Year- Previous year – Gross Total Income – Procedure for Advance Payment of Tax and Tax Deducted at Source – Assessment Procedure (Theory only)

Reference Books

1. Bansal, C.L., Business and Corporate laws, 1st Edition, Excel Books, 2006.
2. Maheswari, S.N., 7 Maheswari, Business Regulatory Framework, Himalaya Publishing House, 2006.
3. Lal, B.B., & Vashisht, N., Direct Taxes, Latest Edition, Pearson Education, 2009.
4. Kapoor, N.D., Mercantile law, Sultan Chand & Sons, 2006.

302 : SUPPLY CHAIN MANGEMENT

Unit – I

Meaning and Definition of Supply Chain Management – Supply Chain in Domestic and Global Environment – Benefits – Value Chain in Selling and Procurement – Improving Supply Chain Forecasting – Purchase and Supply Chain – Production and Supply Chain.

Unit – II

Planning Demand and Supply in a Supple Chain – Planning and Managing inventories in Supply Chain – Transportation in a Supply Chain – Network Design Decisions – Information Systems in a Supply Decision.

Unit – III

Production in Supply Chain Management – Purchasing in a Supply Chain Management – Financial Issues – E-Business and Supply Chain Management.

Unit – IV

Supply Chain Integration – Coordination in a Supply Chain Inter Functional Coordination – Inter Corporate Coordination – Measuring Performance in the Supply Chain – Supply Chain Restructuring.

Reference Books

1. Janat Shah, Supply Chain Management, Pearson Education, 2006.
2. Mohanty, R.P., and Deshmukh, S.G., Supply Chain Management, Jaico.
3. Anurag Saxena and Kaushik Sircan, Logistics and Supply Chain Management, Himalaya Publishing House, 2005.
4. Suni Chopra and Peter Meindl, Supply Chain Management, Pearson Education Ltd.

303 : TOTAL QUALITY MANAGEMENT

Unit-I

Total Quality Management: History and Evolution – Core Concepts-Definitions – Framework – Customer Satisfaction – Customer Satisfaction Measurement – Customer Satisfaction Model – Service Quality – Customer Satisfaction Determinants – Learning's from Quality Gurus: Shewart, Deming Juran, Feiganbaum, Ishikawa, Crosby, Conway and Taguchi.

Unit-II

Management Tools : Force Field Analysis – Affinity Diagram, JIT, Quality Circles, Cost-Benefit Analysis, Flow Charts, Run and Control Charts, Check Sheets, Histograms, Scatter Diagrams, Cause and Effect Analysis – Process Simulation.

Unit-III

Tools for Quality : Bench Marking – Quality Function Deployment (QFD), Quality by Design, FMEA, Total Productive Maintenance, ISO – 9000, ISO – 14000, ISO-18000,COPC – 2000.

Six Sigma : Definition; competitive Advantages, Implementation of Six Sigma, Core of Six Sigma, Design for six Sigma (DFSS) and Tools.

Unit-IV

Business Process Reengineering : Introduction – Principles and Methods – Methodology for Reengineering Business – The Matrix of Change – Process reengineering – Redesign Organisation for Time Based Management – Reengineering for Revenue – reengineering Methodologies and Tools, Creating Robust Work Processes.

Reference Books

1. Sunil Sharma, Total Engineering Quality Management, Macmillan India Ltd., 2003.
2. Mukargee, P.N., Total Quality Management, Prentice Hall of India, New Delhi.
3. Gopalan, M.R., Bicheno John, Management Guide to Quality and Productivity, 2nd Edition, Biztantra, 2005.
4. Evans R. James, Total Quality Management Organisation and Strategy, 4th Edition, Thomson Publications.

331: HUMAN RESOURCE DEVELOPMENT

Unit – I

Human Resource Development: concept, Origin and Need for HRD; Objectives of HRD;HRD System; System Approach to HRD; Activity Areas of HRD; HRD Interventions ; Performance appraisal, Potential Appraisal, Feedback and Performance coaching, Career Planning, Rewarding performance, Employee Welfare and Quality of Work Life, HRD Climate;HRD Audit, learning Organisation.

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7. Dr. DK.Bhattacharya, HRD, HP New Delhi.

332 : MANAGEMENT OF INDUSTRIAL RELATIONS

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Industrial Relations: concept, Approaches, Evolution of Industrial Relation in India Comparative Analysis of IR Systems in UK and USA.

State Policy on Industrial Relations: Indian Labor Conference: Standing Labor Committee, Industrial committees: wage boards; evaluation and Implementation of Committees, Code of Discipline and Code of Conduct. Joint consultation and workers participation in management: ILO and its impact

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333 : COMPENSATION MANAGEMENT

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334: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

Unit – I

Labour Welfare : Concept, Scope and Philosophy of Labour Welfare; principles of Labour Welfare: Indian Constitution and Labour Welfare

Historical Development of Labour Welfare in India: Impact of ILO on Labour Welfare in India; Agencies of Labour Welfare and Their roles: State, Management, Trade Unions and Voluntary Agencies.

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3. Ram Chandra P.Singh, Labour Welfare Administration in Indian, Deep & deep Pub., New Delhi.

305. ENTREPRENEURSHIP DEVELOPMENT (Non-Core)

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6. Poornima Charantimath, Entrepreneurship Development & Small Business Enterprises, Pearson Education.
7. Khanka, S.S. “Entrepreneurial Development “ , S.Chand.

IV SEMESTER (MBA)

401 : STRATEGIC MANAGEMENT

Unit – I

Strategic Management – The Nature and Value of Strategic Management – Concepts in Strategic Management – The Strategic Management Process – Developing a Strategic Vision, Mission, Objectives, Policies – Components of Strategic Management Model.

Unit –II

Strategy Formulation – Formulation of Strategy at Corporate, Business and Functional Levels – Types of Strategies – Industry Analysis – Structure – Conduct – Performance (S – C – P) analysis, Porter’s five forces model for analysis firm’s opportunities and threats, Concept of Hyper Competition – exit and Entry Barriers.

Unit – III

Strategic Analysis and Choice : Tools and techniques – Porter’s Five Force model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix, IE matrix, the Grand Strategy Matrix. Strategy Implementation – Operationalisation the Strategy through Short Term Objectives – Functional Factors.

Unit- IV

Strategic Control – Guiding and Evaluating the Strategy. Corporate Governance – Corporate Social Responsibility – Problems in Measuring Performance – Guidelines for Proper Control – Strategic Surveillance.

Reference Books

1. Azhar Kazmi, STRATEGIC MANAGEMENT AND BUSINESS POLICY, Mc Graw Hall, New Delhi.
2. Fred R. David, STRATEGIC MANAGEMENT, Pearson.
3. Charles W.L. Hill, Gareth R. Jones, STRATEGIC MANAGEMENT , Biztantra.
4. Srinivasan, R. STRATEGIC MANAGEMENT – THE INDIAN CONTEXT, Prentice Hall of India, New Delhi.
5. Subbarao, BUSINESS POLICY AND STRATEGIC MANAGMENT, Himalaya Publications, 2005.
6. Porter, M.E., COMPETITIVE STRATEGY, The Free Press, New York.
7. Nitin Balwani, STRATEGIC MANAGEMENT AND BUSINESS POLICY, Excel Books, New Delhi.
8. Sudarshan Reddy, P., STRATEGIC MANAGEMENT, Himalaya Publishing House, 2008.

402.BUSINESS ETHICS & CORPORATE GOVERNANCE

UNIT –I : Concept of Ethics: Sources – Values – Codes of Conduct – What is an Ethical Issues? – Ethical theory and its applications to Business / Morality and Ethical Theory – Ethical Management Love and reverence in work and life – strengthening personal and organizational integrity – the spiritual core of leadership.

UNIT – II: Business Ethics: Introduction to Business Ethics – Ethics, Morals and Values – Conflicts in Decision Making from Business - Legal and Moral Points of View; Analyzing Ethical Problems – Economic, Ethical and Legal Aspects – Managerial Ethics and Individual Decisions – Ethical Analysis – Ethical Dilemmas & personal Career.

UNIT – III: Corporate Responsibility: A Historical Perspectives from Industrial Revolution to Social Activism – The Nature of Ethics in Management – Ethical Problem as Managerial Dilemmas – Conflict Between Economic & Social Performance – Complexity of Ethical Issues – Typical Problems in Business Ethics – pricing – Advertising – product Promotion – Working Conditions – Consumer Service – Downsizing Workforce – Environmental Pollution & Supplier Relations.

UNIT – IV: Corporate Governance : Nature and Evaluation of Corporate Governance Global and National Prospective, Why Governance? – Claims of Various Stake Holders – Owners, Employees, Customers, Creditors, Suppliers, Community, and Government – Business Standards and Values-Anticipating & Avoiding Unethical Consequences Selecting Ethical Goals – Value Orientation of the Firm - Reports on Corporate Governance – Cadbury reports OECD committee, SESI committee.

Suggested Books:

1. Satheesh Kumar, Corporate Governance, Oxford University Press.
2. Prabhakaran S, Business Ethics and Corporate Governance, Excel.
3. AB Rao, Business Ethics and Professional Values, Excel.
4. Weiss, Business Ethics Concepts and Cases, Cengage.
5. Murthy CSV, Business Ethics, Himalaya.
6. Bob Tricker, Corporate Governance, Oxford.

403. KNOWLEDGE MANAGEMENT

UNIT –I: Introduction: Definition, scope and Significance of Knowledge Management – Data, information and Knowledge – Types of KNOWLEDGE – Knowledge hierarchy, Knowledge transfer – Knowledge sharing – Transfer Methods – Role of Internet – Implications for Knowledge Management.

UNIT – II: Formulating Knowledge Management Strategy: Vision, Purpose and level of Knowledge Management – Analyzing Industry – Structural / Economic Environment – Competitive Advantages – Process of Knowledge Strategy formulation.

UNIT – III: Implementing Knowledge Management Program: Knowledge Architecture – Systems and Technology – People Issues; Critical Success factors in Knowledge management Implementation – Knowledge life Cycle; conventional versus Knowledge systems life cycle – challenges.

UNIT – IV: Technology and Knowledge Management: Technology components for Knowledge Management - Information Technology and Knowledge Management – E-commerce and Knowledge Management – Total Quality Management and Knowledge Management – Benchmarking and Knowledge Management.

UNIT –V: Human Resource Management And Knowledge Management: Definition of Knowledge Worker – Managing Knowledge Worker – Career ambitions – Professional effectiveness – Job Hopping – Brain Drain of Knowledge Workers – Reward systems – Effective Career Planning – Performance Measurement – Training development.

References:

1. Archuna Shukla & Srinivasan R, “Disigning Knowledge management Architecture”, Sage Indiaia Publications, New Delhi, 2002 Rs.225
2. Chun Wei Choo, “The Knowledge Organisations”, Oxford University Press, New Delhi.
3. Elias Awad, Knowledge Managemejnt
4. Rathan Reddy B, “Knowledge Management Tools for business, Himalaya Publishing House, 2007.
5. Elias M. Awad & Hassan M. Ghazir, “Knowledge management”, Pearson Education, New Delhi., 2003
6. H.C.Mruthyunjaya: “Knowledge Management” PHI Learning, New Delhi, 2001.
7. Bryan Bergeron, “Essentials of Knowledge management” John Wiley & Sons, Inc, 2003.

MARKETING ELECTIVES

411 : INTERNATIONAL MARKETING

UNIT – I

International Marketing – Definition and Scope – Significance of International Marketing, Differences between International and Domestic Marketing, International Marketing Environment.

UNIT – II

International Market Entry Strategy : Entering International Markets – Product Strategy for International Markets – Building Brands for International Markets – Global Advertising.

UNIT – III

Pricing for International Markets : Environmental Influences on Pricing Decisions, Distribution Channels & Structures – Communication Decisions for International Markets – international marketing of Services.

UNIT – IV

Expert Marketing : International Trade, Finance and Risk Management, export Costing and Pricing, Export Procedures and Export Documentation, Export Assistance and Incentives in India.

Reference Books:

Wawen J. Keegan, Global marketing Management, Pearson Education.

Philip R. catera, John L. Grahan, International Marketing, TMH.

Rakesh Mohan Joshi, international Marketing, Oxford.

R.L. Varshney and B. Bhattacharya, International Marketing Management : An Indian perspective, Sultan Chand Publications..

412 : ADVERTISING, SALES PROMOTION AND DISTRIBUTION

Unit-I

Advertising types, role of advertising in developing economy, advertising agency, advertising budget, evaluation of advertising effectiveness: pre testing, post testing, DAGMAR

Unit-II

Word of mouth advertising, advertising planning, creativity of advertisement copy, employing the internet for advertising, advertising research

Unit-III

Sales promotion: objectives, types of sales promotion tools, personal selling: sales personality, retail salesman's duties, responsibilities and problems, types of salesmen, AIDAS

Unit-IV

Distribution strategy: patterns of distribution, types of intermediaries, importance of intermediaries, selecting channels of distribution, intensity of distribution, channel evaluation and control, direct marketing: advantages, techniques

Reference Books

1. Foundations of Advertising theory and practice S.A Chunawalla, K.C Sethia, Himalaya Publishing House
2. Sales & Advertisement Management, S.Raj kumar, V.Raja Gopalan, S.Chand Publisher
3. Advertising Management, Jeth Waney, Jain Oxford Publisher
4. Marketing in India text and cases, S Neelamegaham, vikas publishing house pvt. Ltd.

413: RETAILING MARKETING

UNIT-I

Introduction to Retailing: Retailing – Meaning functions – Types of retailers – Services of retailers – significance of retailing – Multichannel retailing; customer buying behaviour – Buying process – Types of buying decisions – Factors influencing the buying process; Retailing in India - emerging Trends in retailing.

UNIT-II

Retail store locations: Evaluation of specific areas and sites for location – Site Characteristics - Trade area Characteristics – Estimating Potential sales for a store site; Store design and layout – Objectives – Space management – Visual merchandising – Atmospherics – Website design - Elements of store design – Exterior and interior.

UNIT-III

Retail Marketing strategy : Definition Building a sustainable competitive advantage – Growth strategies – Strategic retail planning process; Financial strategy: Objectives – Strategic Profit Model – Setting and measuring performance objectives.

Unit-IV

Retail Pricing – setting retail prices – Price adjustments – Pricing strategies; Retail communication Mix; Customer relationship Management: The CRM Process – collecting customer data – Addressing customer data and identifying target customers – developing CRM Programmes; International retailing – Opportunities and challenges.

Reference Books

1. David Gilbert, Retail Marketing Management, Pearson Education
2. A J Lamba, The Art of Retailing, TMH
3. Hasty and Reardon: Retail Management, McGraw-Hill
4. Diamond ,jay and Gerland Pimtel: Retailing, PHI

414: INDUSTRIAL MARKETING

Unit - I

Industrial Vs consumer marketing, characteristics of industrial goods, types of industrial customers, , industrial market segmentation, targeting, and positioning

Unit - II

Buying and buyer behavior: factors affecting buying decision, buying objectives, vendor analysis and selection- industrial marketing research, marketing information system

Unit - III

Industrial pricing: characteristics, factors affecting pricing, pricing methods, leasing-industrial marketing communication: advertising, personal selling, trade fair & exhibitions

Unit - IV

Distribution channels: factors affecting, use of intermediaries, types of middlemen, channel conflicts, Formulating Channel Strategies

Reference Books:

Robert R.Reeder, Edward G.Brierty & Betty H.Reeder: INDUSTRIAL MARKETING; Prentice-Hall International,

Krishna Havaladar, INDUSTRIAL MARKETING, Tata McGraw-Hill

Peter M. Chisnall: STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International,

Richard M.Hill, Ralph S.Alexander & James S.Cross: INDUSTRIAL MARKETING; All India Traveller Book Seller Publishers and Distributors

Francis Cherunilam : INDUSTRIAL MARKETING ,Himalaya publisher

FINANCE ELECTIVES

421: RISK MANAGEMENT AND INSURANCE

Unit-I

Meaning and Definition of Risk – Concepts of Risks – Causes of Risks – Classification of Risks – Methods of Handling the Risk – Measuring the cost of Pure Risk – Risk Management : Definition – Features – Objectives – Significance – Process – Advantages – Limitations (Theory and Problems).

Unit-II

Business Risks : Definition – Causes – Methods of Handling Business Risks – Risk Management by Individuals – Risk Management by Companies; Entrepreneurial Risk Management – Concept – Process - Methods of Handling Risk – Environmental Risk Management – Causes- Process (Theory only).

Unit-III

Meaning and Definition of Insurance – History of insurance Business in India – Framework of Insurance Business - Features of Insurance Contract – Functions – Importance – Benefits of Insurance – Kinds of Insurance – Impact of Privatisation of Insurance - IRDA : Role- Powers – Functions and Regulations (Theory only).

Unit-IV

Life Insurance : Definition – Classification of Life Insurance Policies – Organisation structure of LIC – Role of LIC – Calculation of Premium in Life Insurance Policies; History and Growth of GIC : Objectives – Kinds of Policies – Functions of GIC – Concept of Reinsurance (Theory and Problems).

REFERENCE BOOKS:

1. Harrington : Risk Management and Insurance, TaTa McGraw Hill publishing House, New Delhi.
2. George : Principles of Risk Management and Insurance, Pearson Education
3. James Triesehmann, Risk Management and Insurance, Thomson Publications.
4. P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House.
5. Periaswamy, P and Veeraselvam, M., Risk Management and Insurance, Himalaya Publishing House.

422: INTERNATIONAL FINANCIAL MANAGEMENT

Unit - I

International Monetary System and Financial Markets: An overview of Global Financial Markets - Foreign exchange market – Functions – Structure of Forex markets – Major participants – Types of transactions and settlements – Balance of payments (BoP) – Functions of BoP – Accounting components of BoP.

Unit - II

Determination of exchange rates: Spot and forward rates – International parity conditions – Purchasing power parity – Forward rate parity and interest rate parity – Fisher open condition.

Unit - III

Foreign Exchange Exposure and Risk: Economic exposure – Transaction exposure and translation exposure – Management of exposure - Currency options and futures – Currency swaps.

Unit - IV

Cross Border Investment Decisions: Working capital management in Multinational companies (MNCs) – Capital budgeting for MNCs – Capital structure of multinational firms.

Reference Books:

Eiteman, Stonehill and Moffett: Multinational Business Finance (Pearson)
Alan C. Shapiro : Multinational Business Financial Management (Wiley India)
P.G. Apte : International Financial Management (TMH)
Jeff Madura : International Corporate Finance (Cengage)

423: INVESTMENT MANAGEMENT

Unit - I

Investment Environment: Gambling – Speculation – Avenues of Investment – Objectives of Investment – Investment process - Classification and functions of financial markets and financial instruments. Concepts of Risk and Return – Measuring risk and return.

Unit - II

Valuation of Securities: Approaches for valuation – Valuation of equity shares and preference shares – Valuation of debt securities.

Unit - III

Portfolio Models: Markowitz portfolio theory – CAPM - Sharpe's single-index model - Arbitrage pricing theory.

Unit - IV

Security Analysis: Fundamental Analysis - Technical Analysis. Market efficiency – weak form, semi strong form, strong form of EMH.

Derivatives : Concept – Features – Classification – Types of derivative contracts – Uses of derivatives. (Theory only)

References Books

Bhalla, V.K., INVESTMENT MANAGEMENT, Sultanchand and Company, New Delhi.
Preeti Sing., INVESTMENT MANAGEMENT, Himalaya Publishing House, Mumbai.
Ranganathan, INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT, (Pearson).
Dhanesh Kumar Khatri, INVESTMENT MANAGEMENT AND SECURITY ANALYSIS, (Macmillan)

424: CORPORATE TAX PLANNING AND MANAGEMENT

Unit - I

Nature of tax – Essential components in levy of tax- legal principles of taxation laws- Five basic rules of interpretation of statutes- Law Lexicon and Legal Maxims – Concepts of tax avoidance, tax evasion, tax planning and tax management. (Theory only)

Unit - II

Assessment of Partnership Firms: Meaning of partnership firm – Conditions for assessment as a firm u/s 184 & 185 - Treatment of interest and remuneration paid to partners u/s 40(b) – Computation of total income – Assessment of partners of firm – change in constitution of firm succession of one firm by another firm – assessment of dissolved or discontinued firm. (Theory and problems)

Unit - III

Assessment of Companies: Types of companies – Computation of gross total income of a company – Deductions – Carry forward and set-off of losses – MAT – Tax liability – Tax on distributed profits – Tax on income in certain cases such as royalties, copyrights, literary works - Fringe benefit tax (Theory and problems)

Unit - IV

Tax planning and financial management decisions; tax-planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.

Reference Books

Vinod K. Singhania., DIRECT TAX LAWS, Taxmann Allied Services Pvt. Ltd., New Delhi.
Bhagawati Prasad., DIRECT TAX LAWS AND PRACTICE., Taxmann Allied Services Pvt. Ltd., New Delhi.
V.S. Datey., INDIRECT TAXES, Taxmann Allied Services Pvt. Ltd., New Delhi.

HRM ELECTIVES

431 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit - I

Introduction to International Human Resource Management: Concept, Scope and Significance; Approaches to International Human Resource Management, Differences between Domestic and International HR Activities; Organizational structure of multinational corporations: theories and models of Human Resources Managements in MNC's

Unit – II

Recruitment and Selection: Concept – sources of Human Resources: Micro level, Macro level, Modern Sources, Techniques of Recruitment – Selection: The Expatriate System, Reasons for Expatriate failure, Selection Criteria for international assignment – Adaptability to cultural change, Motivation for a foreign assignment and Leadership ability.

Unit – III

Training and Development: Need for Global training, Areas of Global Training & Development: Cross-cultural training, Technical training, Strategic Management skills training, Global Mind-Set training, Team training, Management development – Compensation : Complexities in International Compensation Management, Objectives of International Compensation Management, Factors Affecting International Compensation Management & Approaches to ICM - Performance Management in MNCs

Unit – IV

Industrial Relations :Trade Unions, Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy to Multinational Corporations; Issues and Challenges of IHRM.

Reference Books

1. Dowling Welch, Schuler, International Human Resource Management Thomson, New Delhi.
2. Anne Wil Harzing et al., International Human Resource Management., sage, New Delhi
3. Hodgets, Rich M., and Luthan,frea, International Management, The McGraw Hill Companies inc., New York.
4. Mead, Richard, International Management, Blackwell business., USA
5. P.Subba Rao, International Human Resource Management, HPH, New Delhi
6. Briscoe, Dennis R., International HRM , Prentice Hall NJ.
7. Torrington, D., International HRM : Think Globally and Act Locally, Hemal Hempstead, Prentice Hall.

432: STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit - I

Concept of Strategy; Types of Strategies: Corporate Strategy and Business Strategy. Integrating Human Resource Strategy with corporate and Business Strategies Human Resource Management Environment: Technology and Organizational Structure; Worker Values and Attitudinal trends; Management Trends; Demographic Trends; Trends in the utilization of human resources planning;

Unit - II

Strategy formation human Resource Contributions to strategy Strategic Human Resource Types; integration of Strategy and human resource planning; The Human Resource Manager and Strategic Planning. Strategic Human Resource Processes: Human Resource Planning.

Unit – III

Strategic Human Resource Processes : workforce Utilization and Employment practices; Efficient Utilization of Human Resources; Dealing with Employees shortages; Selection of employees; Dealing with Employee shortages; Selection of Employees; Dealing with employee surpluses and special implementation challenges.

Unit - IV

Performance Impact of Human Resource Practices: Individual High-performance practices; Systems of high-performance human resource practices; individual best practices vs System of practices and Universal Practices vs Contingency practices. Human Resource Evaluation; Overview of the Evaluation; Approaches to Evaluation;

Reference Books

1. Greer, Charles R (2003) Strategic Human Resource Management – A General Managerial Approach New Delhi; Pearson Education (Singapore) Pvt., Ltd.,
2. Mabey, Christopher and Salman, Graeme, strategic Human Resource Management, Beacon, New Delhi
3. Salaman, Graee, Human Resource Strategies, Sage Publications, New Delhi
4. Porter, Michale S, Competitive Advantage, Creating and Sustaining Superior Performance, Free Press, New York
5. Hamel, Gary and Prahlad, C.K., Competing for the Future, Harvard Business School Press, Boston
6. Porter, Michale S, Competitive Strategy: zing Industries and Techniques for Analyzing Industries and Competitors, free Press, New York.

433 : LABOUR LEGISLATIONS

Unit - I

Industrial Jurisprudence; Definition, Industrial Jurisprudence in India, Principles of Industrial Jurisprudence: Social Justice, Natural Justice, Equity, National Economy, Dynamism, Constitutional Norms, Welfare, Res Judicata, Laches, Vicarious Liability. Writs and appeals under the Indian Constitution, Labour Legislation: Growth, Objectives and Classification.

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The Child Labour (Prohibition and Regulation) Act 1986

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Reference Books

1. Malik, P.L Industrial Law, Eastern Book Company, Lucknow
2. Goswami, V.G. Labour and Industrial Relations Law, Central Law Agency, Allahabad
3. Agarwal, S.L, Labour Relations Law in India, Mc Milan Company of India Ltd., New Delhi
4. Sharma A.M. Industrial Jurisprudence, Himalaya Publishing House, New Delhi
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad
6. Vaidyanathan, N, IOL Conventions and India, Minverva Associates, Calcutta
7. Sinha, P.R.N, Industrial Relations and Labour Legislations, Oxford and I.B.H Publishing Co., New Delhi
8. Prabhakar Rao, D.V.S.R, Contract Labour Abolition and Absorption, Law Publishing House, Allahabad.

434: PERFORMANCE MANAGEMENT AND EMPLOYEE COUNSELLING

Unit – I

Performance Management : Concept and Objectives; Performance Management as a Business Strategy. Goal setting and Expectancy Theory; Performance Management Model; Designing Performance Management System; Performance Measures; Process.

Unit – II

Performance Management Process; Goal Setting; Key Performance Areas and Key Result Areas; Goal Setting Levels; Corporate, Department and Individual; Monitoring Performance; Performance Review; Coaching; counseling and Mentoring.

Unit – III

High performance Teams: Elements of Team Building, Team Characteristics and Behaviors , Team Concepts and Norms, Selection of Team Members, Self-Directed Teams, Cross Functional Teams.

Unit – IV

Features of Effective Performance Appraisal System: Feedback; Rewarding Performance; Operationalising Change through Performance Management; Building Team Performance; Learning organizations; Counseling: Meaning, Need for counseling; Functions of Counseling; Forms of Counseling; Counseling Process; Counseling Variables; Pre-requisites for Effective Counseling; Skills of an Effective Counseling.

Reference Books

Prem Chand, Performance Management, Macmillin, New Delhi
T.V.Rao, Performance Management and Appraisal System Response
Dave, Indu, The Basic Essentials of Counseling, Sterling Pub. Pvt., Ltd., New Delhi
Carroll, Michal and Watso, Michael, Hand Book of Counseling in Organizations, Sage Pub., New Delhi
Mabey, Chirstopher and Salamann Graeme, Stgrategic HRM, Beacon Books, New Delhi
Rao T.V., and PAreek, Udai(ed)., Redesigning Performance Appraisal System, Tata McGrew Hill Pub., New Delhi
Neale, Frances, Handbook of Performance Management, Jaico Pub., House, New Delhi
Benson, Gray, Stepping Up Performance, Jaico Pu., House, New Delhi
Walters, Mike, The Performance Management Handbook, Jaico Pub., House, New Delhi
Murphy, Kerin R., and Cleveland, Jeanette N., Understanding Performance Appraisal, Sage, London
David Wade and Ronald Recardo, Corporate Performance Management, Butterworth Heinemann, New Delhi
Kur Verweire etal, Integrated Performance Management, Sage, New Delhi.
Dr.D.K.Bhattacharya, HRD, HP, New Delhi.

435 : HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR

UNIT 1 : Concept of Service, Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.

UNIT 2: Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, Identifying customer Groups, Service Process, Classification of Servicing operating systems, Balancing Supply and Demand, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.

UNIT 3 : Human Resource Management in Service Organizations: Concept, Functions, Utilization, Development, Environment, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Managing services across Boundaries - Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, other Financial Institutions, Ports and Docks, Managing Salary Levels, Working Conditions, Legal provisions, Unionism, Problems and Challenges.

UNIT 4 : HRM in IT Sector, Software Industry and BPO Sector, Wage Salary Levels, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias, Problems and Challenges.

References:

1. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., New York.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

IV SEMESTER MBA (HRM)

401 : STRATEGIC MANAGEMENT

Unit – I

Strategic Management – The Nature and Value of Strategic Management – Concepts in Strategic Management – The Strategic Management Process – Developing a Strategic Vision, Mission, Objectives, Policies – Components of Strategic Management Model.

Unit –II

Strategy Formulation – Formulation of Strategy at Corporate, Business and Functional Levels – Types of Strategies – Industry Analysis – Structure – Conduct – Performance (S – C – P) analysis, Porter’s five forces model for analysis firm’s opportunities and threats, Concept of Hyper Competition – exit and Entry Barriers.

Unit – III

Strategic Analysis and Choice : Tools and techniques – Porter’s Five Force model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix, IE matrix, the Grand Strategy Matrix. Strategy Implementation – Operationalisation the Strategy through Short Term Objectives – Functional Factors.

Unit- IV

Strategic Control – Guiding and Evaluating the Strategy. Corporate Governance – Corporate Social Responsibility – Problems in Measuring Performance – Guidelines for Proper Control – Strategic Surveillance.

Reference Books

1. Azhar Kazmi, STRATEGIC MANAGEMENT AND BUSINESS POLICY, Mc Graw Hall, New Delhi.
2. Fred R. David, STRATEGIC MANAGEMENT, Pearson.
3. Charles W.L. Hill, Gareth R. Jones, STRATEGIC MANAGEMENT , Biztantra.
4. Srinivasan, R. STRATEGIC MANAGEMENT – THE INDIAN CONTEXT, Prentice Hall of India, New Delhi.
5. Subbarao, BUSINESS POLICY AND STRATEGIC MANAGMENT, Himalaya Publications, 2005.
6. Porter, M.E., COMPETITIVE STRATEGY, The Free Press, New York.
7. Nitin Balwani, STRATEGIC MANAGEMENT AND BUSINESS POLICY, Excel Books, New Delhi.
8. Sudarshan Reddy, P., STRATEGIC MANAGEMENT, Himalaya Publishing House, 2008.

402.BUSINESS ETHICS & CORPORATE GOVERNANCE

UNIT –I : Concept of Ethics: Sources – Values – Codes of Conduct – What is an Ethical Issues? – Ethical theory and its applications to Business / Morality and Ethical Theory – Ethical Management Love and reverence in work and life – strengthening personal and organizational integrity – the spiritual core of leadership.

UNIT – II: Business Ethics: Introduction to Business Ethics – Ethics, Morals and Values – Conflicts in Decision Making from Business - Legal and Moral Points of View; Analyzing Ethical Problems – Economic, Ethical and Legal Aspects – Managerial Ethics and Individual Decisions – Ethical Analysis – Ethical Dilemmas & personal Career.

UNIT – III: Corporate Responsibility: A Historical Perspectives from Industrial Revolution to Social Activism – The Nature of Ethics in Management – Ethical Problem as Managerial Dilemmas – Conflict Between Economic & Social Performance – Complexity of Ethical Issues – Typical Problems in Business Ethics – pricing – Advertising – product Promotion – Working Conditions – Consumer Service – Downsizing Workforce – Environmental Pollution & Supplier Relations.

UNIT – IV: Corporate Governance : Nature and Evaluation of Corporate Governance Global and National Prospective, Why Governance? – Claims of Various Stake Holders – Owners, Employees, Customers, Creditors, Suppliers, Community, and Government – Business Standards and Values- Anticipating & Avoiding Unethical Consequences Selecting Ethical Goals – Value Orientation of the Firm - Reports on Corporate Governance – Cadbury reports OECD committee, SESI committee.

Suggested Books:

- 1.Satheesh Kumar, Corporate Governance, Oxford University Press.
- 2.Prabhakaran S, Business Ethics and Corporate Governance, Excel.
- 3.AB Rao, Business Ethics and Professional Values, Excel.
- 4.Weiss, Business Ethics Concepts and Cases, Cengage.
- 6.Murthy CSV, Business Ethics, Himalaya.
- 7.Bob Tricker, Corporate Governance, Oxford.

403. KNOWLEDGE MANAGEMENT

UNIT –I: Introduction: Definition, scope and Significance of Knowledge Management – Data, information and Knowledge – Types of KNOWLEDGE – Knowledge hierarchy, Knowledge transfer – Knowledge sharing – Transfer Methods – Role of Internet – Implications for Knowledge Management.

UNIT – II: Formulating Knowledge Management Strategy: Vision, Purpose and level of Knowledge Management – Analyzing Industry – Structural / Economic Environment – Competitive Advantages – Process of Knowledge Strategy formulation.

UNIT – III: Implementing Knowledge Management Program: Knowledge Architecture – Systems and Technology – People Issues; Critical Success factors in Knowledge management Implementation – Knowledge life Cycle; conventional versus Knowledge systems life cycle – challenges.

UNIT – IV: Technology and Knowledge Management: Technology components for Knowledge Management - Information Technology and Knowledge Management – E-commerce and Knowledge Management – Total Quality Management and Knowledge Management – Benchmarking and Knowledge Management.

UNIT –V: Human Resource Management And Knowledge Management: Definition of Knowledge Worker – Managing Knowledge Worker – Career ambitions – Professional effectiveness – Job Hopping – Brain Drain of Knowledge Workers – Reward systems – Effective Career Planning – Performance Measurement – Training development.

References:

1. Archuna Shukla & Srinivasan R, “Disigning Knowledge management Architecture”, Sage Indiaia Publications, New Delhi, 2002 Rs.225
2. Chun Wei Choo, “The Knowledge Organisations”, Oxford University Press, New Delhi.
3. Elias Awad, Knowledge Managemejnt
4. Rathana Reddy B, “Knowledge Management Tools for business, Himalaya Publishing House, 2007.
5. Elias M. Awad & Hassan M. Ghazir, “Knowledge management”, Pearson Education, New Delhi., 2003
6. H.C.Mruthyunjaya: “Knowledge Management” PHI Learning, New Delhi, 2001.
7. Bryan Bergeron, “Essentials of Knowledge management” John Wiley & Sons, Inc, 2003.

431 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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432: STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit - I

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433 : LABOUR LEGISLATIONS

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434: PERFORMANCE MANAGEMENT AND EMPLOYEE COUNSELLING

Unit – I

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Walters, Mike, The Performance Management Handbook, Jaico Pub., House, New Delhi
Murphy, Kerin R., and Cleveland, Jeanette N., Understanding Performance Appraisal, Sage, London
David Wade and Ronald Recardo, Corporate Performance Management, Butterworth Heinemann, New Delhi
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4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.