

## JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR

## Course Structure and Detailed Syllabi (2014-15 onwards)

## Master of Business Administration

## MBA Semester – I

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	14E00101	Management & Organizational Behaviour	4	-	4
2.	14E00102	Business Environment	4	-	4
3.	14E00103	Marketing Management	4	-	4
4.	14E00104	Financial Accounting for Managers	4	-	4
5.	14E00105	Business Statistics	4	-	4
6.	14E00106	Business Communication	2	-	2
7.	14E00107	Information Technology for Managers	2	-	2
8.	14E00108	Business Communication Lab	-	3	2
9.	14E00109	Information Technology for Managers Lab	-	3	2
		Contact Periods/Week	24	6	
		Total		30	28

## MBA Semester – II

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	14E00201	Human Resource Management	4	-	4
2.	14E00202	Managerial Economics	4	-	4
3.	14E00203	Business Research Methods	4	-	4
4.	14E00204	Financial Management	4	-	4
5.	14E00205	Operations Research	4	-	4
6.	14E00206	Operations Management	4	-	4
7.	14E00207	Management Information System	2	-	2
8.	14E00208	Management Information System Lab	-	3	2
9.	14E00209	Communication Lab	-	3	2
		Contact Periods/Week	26	6	
		Total		33	30

## MBA Semester – III

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	14E00301	Business Ethics and Corporate Governance	4	-	4
2.	14E00302	Legal Aspects of Business	4	-	4
3.	14E00303	Entrepreneurship Development	4	-	4
4.	14E00304 14E00305 14E00306 14E00307	Elective I Management Control System Product and Brand Management Human Resource planning e-Business	4	-	4
5.	14E00308 14E00309 14E00310 14E00311	Elective II Financial Institutions, Markets and Services Customer Relationship Management Training and Development Supply Chain Management	4	-	4
6.	14E00312 14E00313 14E00314 14E00315	Elective III Investment and Portfolio Management Sales and Distribution Management Performance Management Enterprise Resource Planning	4	-	4
7.	14E00316 14E00317 14E00318 14E00319	Elective IV Risk Management and Insurance Advertising and sales Promotion Management Knowledge Management Data warehousing and Mining	4	-	4
8.	14E00320	Business Simulation Lab	-	3	2
9.	14E00321	Human Values and Professional Ethics	2	-	
		Contact Periods/Week	30	3	
		Total		33	30

## MBA Semester – IV

S. No	Course code	Subject	Th	Lab/Study	Credits
1.	14E00401	Strategic Management	4	-	4
2.	14E00402	Green Business Management	4	-	4
3.	14E00403 14E00404 14E00405 14E05406	Elective V Financial Derivatives Services Marketing Organization Development Data Communication and Network Analysis	4	-	4
4.	14E00407 14E00408 14E00409 14E00410	Elective VI International Financial Management International Marketing Global Human Resource Management Corporate Information Management	4	-	4
5.	14E00411	Seminar (Contemporary Issues on Business)	-	- 3	2
6.	14E05412	Project Work	-	- 12	10
		Contact Periods/Week	16	- 15	
		total		31	28

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(14E00101) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organisational Behaviour.

1. **Role of Management** – Concept – Significance – Functions – principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency
2. **Decision Making & Controlling** – Process – Techniques. Planning – Process – Problems — Making It Effective. Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective
3. **Organisational Behaviour** – Introduction to OB – Organizing Process – Departmentation Types – Making Organizing Effective - Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis
4. **Group Dynamics & Motivation** – Benefits of Groups – Types of Groups – Group Formation and Development, Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler
5. **Leadership and Organizational Culture and Climate: Leadership** – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader, Change Management – Conflict Management

**References:**

- Organisational Behaviour, Stephen P. Robbins, Pearson Education.
- Organisational Behaviour ,S.S.Khanka, S.Chand
- Organisational Behaviour , Mishra .M.N ,Vikas
- Management and Organisational behaviour, Pierce Gordner, Cengage.
- Principles of Management, Koonz,Weihrich and Aryasri, Tata McGraw Hill.
- Behaviour in Organizations, Hiriappa .B.New Age Publications
- Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House.
- Organisational Behaviour, Sarma, Jaico Publications.
- Principles of Management ,Murugesan ,Laxmi Publications

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**(14E00102) BUSINESS ENVIRONMENT**

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

1. **Business Environment:-** Meaning, Nature of business Environment, significance, Internal and External Factors influencing business environment. Industrial policy of 1991, Liberalization, Privatization and Globalization- Policy on foreign direct investment in India.
2. **Fiscal Policy:** Public revenues, public expenditure, public debt, development activities financed by public expenditure. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.
3. **India's Trade Policy** – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank. Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments.
4. **WTO:** Nature and scope - structure – trading blocks – role and functions of WTO in promoting world trade – Principles - TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures.
5. **Legal Framework:** Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986.

**References:**

- Indian Economy, Dutt and Sundaram, S. Chand, New Delhi.
- Essentials of Business Environment, K.Aswathappa, Himalaya.
- Business Environment – Text and Cases, Justin Paul, TMH.
- Indian Economy, Misra and Puri, Himalaya.
- Business Environment, Saleem, Pearson.
- Recent Economic Survey Report of Government of India.
- Business Environment, Suresh Bedi, Excel.
- WTO--Text & Cases, Palle Krishna Rao, PSG Excel Series.
- Management Organisational Behaviour, Francis Cherunilm, Pearson.

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**(14E00103) MARKETING MANAGEMENT**

The objective of the course is to have the basic concepts of Marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3<sup>rd</sup> and 4<sup>th</sup> semester in the stream of Marketing.

- 1. Understanding Marketing Management:** Concepts of marketing, Role of Marketing, Marketing Process, Marketing Environment, consumer behavior, business buying behavior, analyzing competitors, qualities of Marketing manager.
- 2. Market segmentations and Marketing Strategies:-** Market Segmentation, Target Market, differentiating and positioning, New Product Development, Product Life Cycle.
- 3. Planning Marketing Programs:-** Levels of product, product lines, product mix, brand and packing, managing services, managing marketing channels, managing direct and on-line marketing.
- 4. Pricing strategies and promotions:-** pricing decisions, methods of pricing, selecting the final price, price discounts, advertising and sales promotions, managing the sales force.
- 5. Managing the marketing efforts:-** organizing, implementing, evaluating and controlling marketing activities, Social responsible marketing, retailing, trends in retailing, Rural Marketing.

**References:**

- Marketing Management, Phillip Kotler, Pearson.
- MKTG, A South Asian Prospective, Lamb, Hair, Sharma, Mcdaniel, Cengage .
- Marketing Asian Edition Paul Baines Chris Fill Kelly page, Oxford.
- Marketing Management 22e, Arun Kuar, Menakshi, Vikas publishing .
- Marketing in India, Text and Cases, S.Neelamegham, Vikas .
- Marketing Management, Rajan Saxena, TMH.
- Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin.
- Case Studies in Marketing, The Indian Context, Srinivasan, PHI.
- Marketing Management, V.S. Ramaswamy and S. Namakumari, McMillan.
- Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH.
- Introduction to Marketing theory and practice, Adrian Palmer , Oxford University Press

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**(14E00104) FINANCIAL ACCOUNTING FOR MANAGERS**

The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis financial accounts of a company.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

1. **Introduction to Accounting:** Definition, Importance, Objectives, uses of accounting and book keeping Vs Accounting, Single entry and double entry systems, classification of accounts – rules of debit & credit.
2. **The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments, accounting principles.
3. **Valuation of assets:** Introduction to Depreciation-methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO, Simple Average & Weighted Average). Valuation of goodwill-methods of valuation of goodwill.
4. **Financial Analysis-I:** Objectives of fund flow statement- steps in preparation of fund flow statement, Objectives of cash flow statement- Preparation of cash flow statement - funds flow statement Vs cash flow statement
5. **Financial Analysis -II** Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis, Preparation of Bank Reconciliation Statement.

**References:**

- Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd.,
- Financial Accounting , P.C.Tulisan ,S.Chand
- Accountancy .M P Gupta & Agarwal ,S.Chand
- Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI
- Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education
- Accounting and Financial Management, Thukaram Rao, New Age Internationals.
- Financial Accounting Reporting & Analysis, Stice & Stice, Thomson
- Accounting for Management, Vijaya Kumar,TMH
- Accounting for Managers, Made Gowda, Himalaya
- Accounting for Management , N.P.Srinivasan, & M.Shakthivel Murugan, S.Chand

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**(14E00105) BUSINESS STATISTICS**

The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

**1.Introduction of statistics** - Measures of Central Tendency- Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

**2. Correlation:** Introduction, Significance and types of correlation – Methods of correlation – Co-efficiency of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Interpretation of regression coefficients.

**3. Probability** – Meaning and definition of probability – Significance of probability in business application – Theories of probability –Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distribution.

**4. Testing of Hypothesis-** Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

**5. Non-Parametric Methods:** Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit - Sign test for paired data.

**References:**

- Statistics for Management, Richard I Levin, David S.Rubin, Pearson,
- Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.
- Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd
- Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,
- Statistics for Management, P.N.Arora, S.Arora, S.Chand
- Statistics for Management , Lerin, Pearson Company, New Delhi.
- Business Statistics for Contemporary decision making, Black Ken, New age publishers.
- Statistical Methods, Gupta S.P., S.Chand.



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**(14E00106) BUSINESS COMMUNICATION**

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

**1. Concept of Communication** – Significance, Scope and functions of Business Communication – Process and dimensions of communication – Essentials of good communication – Channels of communication – Formal, informal communication – Upward, Downward, Horizontal communication – Grapevine Phenomenon.

**2. Types of communication: Verbal – Oral Communication:** Advantages and limitations of oral communication, written communication – Characteristics, significance, advantages & Limitations of written communication, **Non verbal Communication:** Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.

**3. Interpersonal communication** – Communication models: Johari window – Transactional analysis, Communication styles, Managing Motivation to Influence Interpersonal communication – Role of emotion in inter personal communication.

**4. Barriers to communication:** Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening – Tips for effective listening.

**5. Report writing** – Formal reports – The elements of clear writing – Writing effective letters – different layouts of business letters – Informal reports – Writing good news and bad news – Meetings and oral presentations, Interview techniques – Communication etiquettes.

**References:**

- Business communication, Shalini Varma, Vikas.
- Business Communication, Meenakshi Raman, Oxford University Press.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications, Hudson, Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.

- Effective Communication, Harward Business School, Harward Business Review No.1214.
- Business Communication, C.S.Rayudu, HPH.
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

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(14E00107) INFORMATION TECHNOLOGY FOR MANAGERS

The main objective of this course is to make the student familiarize in information technology and their applications to business processes.

1. **Fundamentals of Computer:-** CPU, Basic logic gates, Computer Memory and Mass storage devices, Computer Hierarchy, Input Technologies, Output Technologies, Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.
2. **Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Process of Software Development, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems) Database Management Systems Concepts, Types of Data Models.
3. **Software Packages:-** MS Word-Mail Merge, MS Excel-Formulae, Graphs, Basis Statistical Formulae, MS PowerPoint- Creating Effectiveness presentations.
4. **Data Communication and Networks:** Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.
5. **Functional and Enterprise Systems:** Data, Information and Knowledge Concepts, Decision Making, Process, Physical Components of Information Systems, Classification of information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology

**References:**

- Foundations of IT, Dhiraj Sharma, Excel books.
- Basics of Computer Sciencs, Behrouz Forouzan, Firoz Mosharraf, Cengage.
- Foundation of Information Technology, Alexis Leon, Mathews Leon, Leon Vikas.
- Information Technology for Management, Ramesh Behi, Mc Graw Hill.
- Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
- V.Rajaraman-Introduction to Information Technology, Prentice Hall India.
- Information Technology and theory Aksoy, Cengage Learnings.

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**(14E00108) BUSINESS COMMUNICATION LAB**

**Aim:** Aim is to enable students understand how to write business letters and improve written communication.

**Learning Outcome:** At the end of the course, students will be enabled with the following skills.

- a. English language skills for effective written business communication ('s).
- b. Will be able to understand how to write project report.

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**1:Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

**2:Business Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

**3:Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

**4: Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**5: Careers and Resumes :** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

**Textbook :**

Meenakshi Raman and Prakash Singh, Business Communication, Oxford.

**References:**

- Lesikar: Basic Business Communication, TMH.
- Stephen Bailey, Academic Writing for International Students of Business, Routledge.
- David Irwin: Effective Business Communications, Viva-Thorogood.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons,
- Sailesh Sengupta, Business and Managerial Communications, PHI.

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**Lab C**  
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**(14E00109) INFORMATION TECHNOLOGY FOR MANAGERS LAB**

The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs.

The Experiments may be devised as per the following requirements

1. **MS-Word**-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
2. **MS Excel**-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts..
3. **MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,
4. **Introduction to ERP packages:** Various ERP'S, Implementation of ERP, Introduction to SAP
5. **Internet Basics:** Types of connections, Internet protocol, IP address, Connectivity to internet, Wi-Fi connectivity, Google search tricks and techniques, Creation of web pages using HTMLS..

**References:**

- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.
- Alexisleon, TMH, 2008, Enterprise resource planning.
- The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.

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**(14E00201) HUMAN RESOURCE MANAGEMENT**

The objective of the course is to provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

- 1. Introduction:-** Evolution and growth-Personal Management-HRM- concepts & Significance of HRM, functions of HRM Principles and objectives, policies and practices, Strategies of HRM.
- 2. Designing and Developing HR systems:-** Human Resource Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer and Promotion, Separation.
- 3. Compensation Management:-** Introduction, objectives, influencing factors, different forms of employee compensation for executives and non-executives.
- 4. Human Resource Development:-** Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & career Development.
- 5. Industrial Relations:-** Outsourcing, Introduction and Essentials of work life, Productivity concepts in context to HRM, Total Quality Management, Kaizen, Quality circle.

**References**

- Human Resource Management, Aswathappa, 4<sup>th</sup> Edition, TMH 2006
- Human Resource Management, Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.
- Human Resource Mangement, Ian Beardwell & Len Holden-Macmillan India Ltd.
- Personnal and Human Resource Management – Text and cases, Subbarao, Himalaya.
- Managinig Human Resources: Productivity, quality of work life, profits- Wayne F. Cascio TMH.
- Strategies HRM by Rajeev Lochan Dhar, Excel Books.
- Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

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**(14E00202) MANAGERIAL ECONOMICS**

Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing , Production and Costing from a broader perspective.

1. **Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.
2. **Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.
3. **Production Analysis:** Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness. Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership-Break Even Analysis..
4. **Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
5. **Inflation and Business Cycles:-**Definition and meaning-characteristics of Inflation- types of inflation- demand pull and cost push inflation- effects of inflation- Anti-Inflationary methods- definition and characteristics of business cycles-phases of business cycle-steps to avoid business cycle-impact of business cycle on business organization.

**References:**

- Managerial Economics, Gupta, TMH.
- Managerial Economics, Concepts and applications, Thomas Maurice:TMH .
- Managerial Economics - Analysis, Problems, Cases, Mehta,P.L., Sultan Chand and Sons.
- Managerial Economics, Pearson Education, James L.Pappas and Engene F.Brigham.
- Managerial Economics, Suma Damodaran, Oxford.
- Macro Economics by MN Jhingan-Oxford
- Managerial Economics- Dr.DM.Mithani-Himalaya Publishers
- Managerial Economics-Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi
- Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press.
- Managerial Economics by Hirschey- Cengage Learning.



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**(14E00203) BUSINESS RESEARCH METHODS**

Objective of the course is to have a general understanding of statistics as applicable to business and its use in areas of management research. The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

**\*Standard Statistical tables shall be allowed in the examination**

1. **Introduction Business Research:** Definition-Types of Business Research. Scientific Investigation: The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research.
2. **The Research Process:** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity.
3. **Collection and Analysis of Data** Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews. Observational Surveys: Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.
4. **Data Analysis:** An overview of Descriptive, Associational and Inferential-Statistical Measures.
5. **The Research Report:** Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

## References:

- Research Methods for Business—A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pte.Ltd, Singapore.
- Business Research Methods, Donald R Cooper and Pamela S Schindler, 9/e, Tata McGraw-Hill Publishing Company Limited.
- Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning.
- Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
- Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan.
- An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill
- Research Methodology in Management, Michael, V.P., Himalaya Publishing House.
- Research Methodology, Dipak Kumar. Bhattacharya, Excel Books.
- Research Methodology(Concepts and cases) Deepak Chawla Neena Sondhi-Vikas publishing.
- Business Research Methods- Alan Broman, Emma Bell 3e, Oxford university

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**(14E00204) FINANCIAL MANAGEMENT**

The objective of the course is to provide the necessary basic tools for the students so as to manage the finance function. The students should be able to understand the management of the financing of working capital needs and the long term capital needs of the business organization

**\* Standard Discounting Table and Annuity tables shall be allowed in the examination**

**1. The Finance function:** Nature and Scope. Importance of finance function – The new role in the contemporary scenario – Goals of finance function; Profit Vs Wealth Vs Welfare; –Wealth maximization and Risk-Return trade off.

**2. The Investment Decision:** Investment decision process – Project generation, project evaluation, project selection and project implementation. Developing Cash Flow Data. Using Evaluation Techniques – Traditional and DCF methods. The NPV Vs IRR Debate.

**3. The financing Decision:** Sources of finance – a brief survey of financial instruments. The capital structure decision in practice: EBIT-EPS analysis. Cost of capital: The concept – Average Vs Marginal cost of Capital. Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of dividends

**4. Introduction to working capital :** Concepts and characteristics of working capital, Factors determining the working capital. Estimation of working capital requirements. Current Assets Management: Management of current assets – Cash, Receivables and Inventory. Cash budget, Credit terms – Financing current assets

**5. Corporate Restructures:** Corporate Mergers and acquisitions and take-overs-Types of Mergers, motives for mergers, Principles of corporate governance.

**References**

- Financial management –V.K.Bhalla ,S.Chand
- Financial Management, I.M. Pandey, Vikas Publishers.
- Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill,
- Financial Management , Dr.V.R.Palanivelu , S.Chand
- Principles of Corporate Finance, Richard A Brealey etal., Tata McGraw Hill.
- Fundamentals of Financial Management, Chandra Bose D, PHI
- Financial Managemen , William R.Lasheir ,Cengage.
- Financial Management – Text and cases, Bringham & Ehrhardt, Cengage.
- Case Studies in Finance, Bruner.R.F, Tata McGraw Hill, New Delhi.
- Financial management , Dr.M.K.Rastogi ,Laxmi Publications

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**(14E00205) OPERATIONS RESEARCH**

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

1. **Quantitative analysis:** Nature and scope – Quantitative analysis as a frame wok for managerial decisions – Analyzing and defining the problem, developing a model, selecting the inputs, coming up with a solution, quantifying the model and the solution, putting the model to work, Relationship between the quantitative specialist and the manager, Typical applications of Operations Research.

**The Linear Programming Problem** – Introduction, formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method, Artificial variable techniques, two phase Method, Variants of the Simplex Method.

2. **Transportation Problem:** Introduction, Transportation Model, finding initial basic feasible solutions, moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, degeneracy.

**Assignment Problem** – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.

3. **Sequencing** – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems. **Game Theory:** Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

4. **Waiting Lines:** Introduction – Characteristics– poisson arrivals – exponential service times – Types of waiting lines models - Single channel and multichannel problems.

5. **Replacement Models** :Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time, Replacement of Items that Fail Completely

**Project Management:** Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource leveling of operations.

**References:-**

- Operations Research / S.D.Sharma-Kedarnath
- Introduction to O.R/Hiller & Libermann (TMH).
- Operations Research /A.M.Natarajan,P.Balasubramani,A. Tamilarasi/Pearson Education.
- Operations Research: Methods & Problems / Maurice Saseini, Arhur Yaspan & Lawrence Friedman. Pearson
- Quantitative Analysis For Management/ Barry Render, Ralph M. Stair, Jr and Michael E. Hanna/
- Operations Research / R.Pannerselvam, PHI Publications.
- Operations Research / Wagner/ PHI Publications.

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## (14E00206) OPERATIONS MANAGEMENT

The Objective of the course is to enable students to understand the production Planning and Controlling aspects of a typical production and operations organization. To study understand the concepts of work study and Quality management.

**1. Introduction:** Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today. Product and Process Design - Product and Process Development, Manufacturing Process Technology, CAD/CAM analysis

**2.. Facilities Management &Aggregate Planning:** Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology : Aggregate planning - Preparation of aggregate demand Forecast, Specification of Organisational Policies For Smoothing Capacity Utilization, Determination of feasible Production Alternatives

**3. Scheduling :** Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Line of Balance, Methods of Production Control ,World class production

**4. Work Study & quality management :** Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques. Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes -Total Quality Management - ISO 9000 series standards, Six Sigma.

**5. Productivity:** Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.

**References:**

- Operations Management and control, Biswajit Banerjee-S.Chand.
- Operations Management, James R.Evans and David A.Collier, Cengage.
- Production and Operations Management, R. Panneerselvam: PHI Learning Private Ltd.
- Production Management , Martand T Telsang-S.Chand
- Operations Management for Competitive Advantage, Chase, Aquilano, Jacobs: Tata McGraw Hill.
- Modern Production/Operations Management, Elwood S.Buffa and Rakesh K.Sarin,Wiley .
- Production and Operation Management, Aswathappa K Himalaya Publishing House.

- Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi.
- Operations Management, Mahadevan, Pearson Education, New Delhi.
- Production and Operations Management-Text and Cases, Upendra Kachru, Excel Books.

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**(14E00207) MANAGEMENT INFORMATION SYSTEM**

The objective of the course is to provide the basic concepts of systems concepts and Management of Information System and utility of the systems for the managerial decisions.

- 1. Introduction to MIS** – Importance of information for management decisions – Systems Approach and Information – System Development – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing.
- 2. Structure of MIS:** Basic structural concepts: formal and informal information systems; public and private information systems; Information Systems– MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS).
- 3. MIS development and system methodology** –System development methodologies; SDLC approach; prototyping approach and user development approach- Systems Analysis; systems Design; Concepts of database and database design; Systems methodology – objectives – Time and Logic, Knowledge and Human dimension – System modeling for MIS.
- 4. Implementation, Evaluation, maintenance and Control of MIS** – software life cycle models – verification and validation , . Testing security – coding techniques – detection of error – validation –cost benefit analysis – assessing the value and risk of information systems.
- 5. System Audit:** Pitfalls in MIS development. System engineering methodology for MIS problem solving ,Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance.

**References:**

- Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education.
- MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning
- Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill.
- Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.
- Management Information Systems, James A. Obrein, Tata McGraw-Hill .
- Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books.
- Cases in MIS, Mahapartra, PHI.
- Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill .



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**(14E00208) MANAGEMENT INFORMATION SYSTEM LAB**

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**Objective:-** To make the students apply information systems in business areas.

1. **Accounting-** Creation of company, Preparation of Ledger, Posting Trial Balance, Profit and loss account, Balance sheet(Sole Traders).
2. **Finance:-** Capital Budgeting decisions, calculations of NPV, IRR, Profitable Index , preparation of budget, calculation of cost of capital.
3. **Marketing:-** storing and retrieving of data of customers, sales, dealers, products and geographical areas(Tables and graphs).
4. **Human Resource Management:-** Employees data base and salary administration.
5. **Systems:-** understanding information systems , Design of MIS , Internet and internet tools.

**Note:-** The programmes have to be taught to the students using MS Excel, Access, Power Point and Accounting packages.

References:

- Ms Office-Sanjay Saxena
- Ms Office Excel-Frye, PHI publications
- Ms Office Access- Step by step, PHI publications
- Reading material on accounting packages.

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**(14E00209) COMMUNICATION LAB**

**Objective:** The introduction of Communication Lab is considered essential at I year II semester level. At this stage the students need to prepare themselves for their careers which may require them to listen, to read, speak and write in English both for their professionals and interpersonal communication in the globalised context.

1. **Understanding the need of Communication Skills** for Managers and the importance of effective communication through different social/work-related situations and role-play activities, Recognizing the barriers through case studies related to organizational communication Role plays to understand nonverbal communication and activities to identify effective use of body language, paralanguage and spatial communication.
2. **Phonetics** – Introduction to sounds of speech, vowels and consonants, phonetic transcription, orthographic transcription, syllabification, word stress, Innovation, Accent, Rhythm, Oral Skills, Situational Dialogues, Role Plays.
3. **Listening exercises** - listening with a focus on pronunciation (ear-training) : segmental sounds, stress, weak forms, intonation - listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.
4. **Speaking Skills** – Speaking about the future plans, expressing opinions, Telephone conversations, PPT Presentations, Poster Presentations, Public Speaking, Welcome Address (Inviting Dignitaries to department workshops, symposiums and university functions), proposing vote of thanks, Interview Skills and Mock Interviews.
5. **Writing and Reading exercises:-** Reading and comprehension of the texts supported by suitable exercises Use of Dictionary, Note making after reading a text, showing the main idea and supporting ideas and the relationships between them -Practice in writing paragraphs, short essays and summaries. Skills Training:- Non-Verbal communication, Decision Making, Goal Setting, Etiquettes and grooming, Stress Management, Time Management, Problem Solving.

**Note :- 1) K-Van Solutions-Advanced communication Lab**  
**2) Sky pronunciation for Phonetics.**

**Reference Books:**

- Basic Business Communication Skills for empowering the internet generation, LesikarFlately, Tata McGraw Hill.
- Business Communication for Managers, Penrose, Rasberry and Myers, Cengage.
- A Text Book of English Phonetics for Indian Students by, T.Balasubramanian, McMillan.
- Oxford Advanced Learner's Dictionary.
- BCOM, Mala Sinha, Cengage

- Business Communication, Bovee, Pearson.
- Business Communication, Locker, Kaczmarek, Tata McGraw Hill.
- Speaking and Writing for Effective Business Communication, Francis, MacMillan India Ltd.
- Business Communication, Asha Kaul, PHI.
- Speaking about Science, A manual for creating clear presentations, Scott Morgan and BarretWhitner, CUP.
- The Ace of Soft Skills, Gopal Ramesh and Mahadevan Ramesh, Pearson Education.
- From Campus to Corporate, Ramachandran KK and Kartheik KK, MacMillan India Ltd.
- Body Language – Your success mantra, Dr. ShaliniVarma, S Chand

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**(14E00301) BUSINESS ETHICS AND CORPORATE GOVERNANCE**

The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

- 1. Business Ethics and Corporate Ethics** – Meaning, Importance, functions, Unethical Practises and ethical dilemma, Ethical theories and Approaches Modern Decision making - Ethical Models for Decision Making, Indian Ethos, Ethics for manager, ethics in business competition.
- 2. Ethical Aspects in Organisation I:-** Marketing ethics and consumer ethics- ethical issues in advertising, criticisims in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in performance appraisal.
- 3. Ethical Aspects in Organisation II:-** Ethics in Finance: Insider trading - ethical investment - combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime.
- 4. Corporate Governance:** Purpose – Theories and Philosophies of Corporate Governance
- 5. Corporate Governance Structures:** Directors, committees ,Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

**References:**

- Business Ethics –An Indian perspective, Fernando, Pearson Education.
- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGraw Hill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Bob Tricker, Corporate Governance, Oxford.
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss,Cengage.
- Business Ethics, Himalaya, C.S.V.Murthy.
- Ethical Management, Satish Modh, Mcmillan.
- The Theory and practice of Managerial Ethics, Jayashree sadri, Dastoor, Jaico..

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(14E00302) LEGAL ASPECTS OF BUSINESS

The objective of the course is to enable students understand the legal framework of business.

1. **Definition of Law**-Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of contract and essential elements of valid contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to contract and free consent, Legality of object.
2. **Sale of goods Act -1930**: General Principles, Conditions & Warranties, Performance of Contract of Sale-Negotiable instrument act 1881-Nature and kinds of negotiable instruments, competence and liability of parties to a negotiable instrument, Negotiation, presentment of negotiable instruments, Dishonor and Discharge of negotiable instruments- Miscellaneous provisions.
3. **Companies Act, 1956 (Part-I)**: Kinds of Companies, Formulation of Companies, incorporation, Company Documents. **Company Act, 1956 (Part-II)**: Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.
4. **Income Tax Act -1961**: Terminology of Income Tax Act, Importance of Residential Status, Incidence of Tax, Heads of Income, Computation of Total Taxable Income and Tax, Tax schedules, Tax Deducted at Source. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.
5. **Information Technology Act, 2000**: Scope and application of IT act, 2000, Digital signature, e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers.

**References:**

- Mercantile Law, N.D.Kapoor, Sultan Chand & Sons.
- Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
- Business Law, Mathur, Tata McGraw-Hill.
- Legal Aspects of Business, Ravinder Kumar, Cengage.
- *A Manual of Business Laws*, S.N.Maheshwari & Maheshwari, Himalaya..
- Mechantile Law, Garg, Sareen, Sharma, Chawla, Kalyani.
- Business Law, Chandra Bose, PHI .
- Income Tax and Central Tax : Law and Practice, B.B. Lal, Pearson Education.
- Law of business- MM Sulphrey, Az-har Basheer, PHI Learning.

- Legal Aspects of Business text, Jurisprudence and cases- by Daniel Albuquerque, Oxford university press.
- Business law for management, K.R.Bulchandani-Himalaya Publishing.
- Business law, R.S.N Pillai, Bhagavathi, S.Chand

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**(14E00303) ENTREPRENEURSHIP DEVELOPMENT**

The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business.

1. **Nature and Forms of Entrepreneurship:** features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, intrapreneurship - Role of Government in the promotion of Entrepreneur.
2. **Aspects of Promotion and Financial Aspects of the Entrepreneurship:** Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Types of Investors and Private Offerings.
3. **Project Planning and Feasibility Studies:** The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & report preparation.
4. **Entrepreneurial Strategy:** Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.
5. **Women and Rural Entrepreneurship and EDPs:** scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India - Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes

**References:**

- Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, .
- Fundamentals of Entrepreneurship, H. Nandan, PHI.
- Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.
- The Dynamics of Entrepreneurial Development and Management, Vasanth Desai,Himalaya.
- Entrepreneurship Management – text and cases, Bholanath Dutta, Excel Books.
- Entrepreneurship – New venture Creation, Holt, PHI.

- Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson.
- Entrepreneurship, Roy, Oxford.

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**(14E00304) MANAGEMENT CONTROL SYSTEMS**  
**(Elective I)**

The objective of the course is to provide students with knowledge of management control and Financing decisions. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

- 1. Management control systems:** Nature, Goal Congruence, Informal Controls, Functions of the Controller.
- 2. Responsibility Centers:** Revenue Centers- Expenditure Centers-Profit Centers, Transferring Prices: Objectives – Methods – Pricing Corporate Services, Break Even Analysis: Break Even concept Break Even Chart – Break Even Point-Margin of safety – Angle of incidence-assumptions – uses and limitations of Break Even Analysis (Illustrations).
- 3. Preparation of Budget:** Nature - Process of Budget – Essentials of a successful budgetary Control System – Preparation of Various Types of Budgets
- 4. Standard Costing & Variance Analysis:** Elements of Standard Costing System – Advantages of Standard Costing – Variance Analysis – Direct Material Cost Variance –Labour Cost Variance.
- 5. Inventory Control:** Classification of Inventories – Objectives of Effective inventory control – Inventory Control Techniques – Economic ordering Quantity (EOQ) – Control through ABC Analysis.

**References:**

- Management Control Systems, Anthony R.N., Govindarajan V (Tata McGraw Hill)
- Management Control systems (Principles and practices), P Saravanavel, HPH.
- Management Control systems (A Managerial Emphasis), Pradip Kumar Sinha,Excel Books.
- Modern Management Control Systems, Merchant : (Pearson)
- Management Control Systems : Using Adaptive Systems to attain Control Maciaiello & Kirby : (Prentice Hall)
- Management Control and Reporting System, Mohindar N Kaura, SAGE Publications Pvt. Ltd.,
- Management Control Systems, Maciariello & Kirby, PHI.
- Management Control Systems, Ghosh, PHI.

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**(14E00305) PRODUCT AND BRAND MANAGEMENT**  
**(Elective I)**

The objective of the course is to provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products, New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,

- 1. Product Decisions :-** product concepts, types of consumer products, product lines and mixes, importance's of New products, product characteristics, universal product codes.
- 2. Understanding Brands:-** Branding, benefits of Branding, brand identity, Brand image. .
- 3. Managing Brands and brand equity:-** Brand Extension, Brand Revitalization, brand hierarchy, brand personality, brand loyalty, umbrella branding.
- 4. Measuring & Interpreting Brand Performance:** Brand assessment through research – Brand Identity, Brand positioning, Brand image,
- 5. Branding in different sectors:** Customer sector, in Industrial sector, in Retail sector, in service sector, global issues in branding.

**References:**

- Product Management in India, Ramanuj Majumdar, PHI
- Product Management ,C.Nandan, , TMH.
- Compendium of Brand Management,Chunawalla. S.A, Himalaya
- Product & Brand Management,Mathur.U.C , Excel
- Brand Positioning, Subroto Sengupta, TMH.
- Marketing and Branding, S.Ramesh Kumar, Pearson.
- What's in a Brand? , John Philip Jones, TMH
- Brand Management – Text & Cases , Harsh V Verma , Excel
- Become the Brand of Choice, Jason Hartman, Jaico.

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**(14E00306) HUMAN RESOURCE PLANNING**  
**(Elective I)**

The objective of the course is to provide the students with the conceptual framework and Human Resource Planning.

1. **Introduction** - Macro and Micro Level Manpower Planning – Significance – Process – Factors Influencing.
2. **Systems Approach to Human Resource Planning** – Manpower Inventorying – Methods – Manpower Forecasting – Models and Techniques.
3. **Recruitment** – Sources – Evaluation and Selection – Procedures – Techniques – Factors Influencing Recruitment and Selection , Placement – Induction – Training – Strategies for Orienting New Employees – Career Planning
4. **Manpower Utilization** – Indices and Techniques - Factors Affecting Performance, Employee retention – Human resource recruitment – Transfer – Promotion – Job redesign techniques – Job rotation – Job enrichment – Job enlargement.
5. **Staffing Policy** - Downsizing – Retrenchment, Retirement, Redeployment, and Exit Strategy, Human Resource Information System -Human Resource Accounting – Human Resource Auditing – Human Resource Audit Report for Business Improvement.

**References:**

- Human Resource Planning, DK Bhattaacharya,Excel.
- Human Resource System,Udaiprakesh and T.V. Rao,Oxford.
- Manpower Planning and Development of Human Resources, Thomes H. Patters: John Wiley.
- Organisation and Manpower Planning, Garden, Me Beath, Business Books
- Human Resource Planning Srivarsava MP,Institute of Royal Resource
- Stratrgic Human Resource Management,Monical Belcont-Kenneth J.Mcbey, Cengage.

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**(14E00307) E-BUSINESS**  
**(Elective I)**

The objective of the course is to provide students with a good knowledge of e-commerce and e-business principles and practices.

- 1. e-Markets:** e-Markets vs Traditional Market, e-business elements, e-Markets Success factors, e-Market Technology Solutions. e-Procurements: The purchasing process, Developments in IT purchasing, e-procurement-Models.
- 2. Security and Reliability for e-business:** Reliability and Quality considerations and Quality requirements, Risk Management, Trust, e-business security.
- 3. Approaches to Middleware:** Understanding Middleware, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message – Oriented Middleware (MOM), Data-access middleware, Remote function calling(RFC) Understanding legacy system.
- 4. Enterprise application and e-business Integration:** overview of Enterprise application and e-business Integration, Integration Challenges.
- 5. e-business Solutions and Protocols:** Web services-service-Oriented architecture, Required business standards and protocols. Review of applicable IT Laws.

**References:**

- e-business Roadmap for success, Ravi kalakota & Maina Robinson, Pearson.
- e-Commerce, the Cutting Edge of Business, Kamalesh K Bajaj & Debjani Nag, TMH.
- E-Commerce, Parg Diwan, Excel.
- Creating a winning e-business, Napier, 2/e Thomson.
- e-Business, Michael P. Papazoglou & Pieter M.A. Ribbers, 1/e, WILEY
- e-Commerce and e-Business, Chaffey, Pearson.
- Creating a winning e-Business, Napier, Cengage Learning.

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**(14E00308) FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**  
**(Elective II)**

The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

1. **Introduction to Financial system** : Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI,
2. **The Banking and Non-banking Institutions:** The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.
3. **Financial and securities Markets:** Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market ,Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, , The role and functions of SEBI
4. **Fund based services** - lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing,Housing Finance.
5. **Fee-based services** - Stock broking, credit rating Merchant Banking ,portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

**References:**

- Management of Financial Services ,C.Rama Gopal ,Vikas.
- Financial Services and markets, Dr.Punithavathy Pandian, Vikas
  - Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
  - Indian Financial System, Ramachandra and others, HPH
  - Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.
  - Financial services, Gorden & Natarajan, Himalaya publishers.
  - Investment Institutions and Markets, Jeff Madura, Cengage, 1<sup>st</sup> Edition.
  - Financial services, Thirpati, PHI.
  - Financial Markets & Services, Vasanth desai, Himalaya.
  - Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.

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**(14E00309) CUSTOMER RELATIONSHIP MANAGEMENT**  
**(Elective II)**

The objective of the course is to provide students with a good knowledge of Customer Relationship Management, Technological and Operational Issues in implementing CRM.

- 1. Conceptual Foundations** – Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship selling concept. Customer Service Customer Satisfaction and Loyalty.
- 2. Customer acquisition and Technological Tools for CRM:-** Retention and Development – Complaint Management – Sales Force Automation. – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.
- 3. Managing and Technological and Operational Issues in implementing CRM** – Planning CRM Program-- Benefits and barriers to CRM.
- 4. Customer Relationship Quality Management** – Designing an Effective Relationship Management System.
- 5. CRM Road blocks:** Privacy and Ethics – Future of CRM.

**References:**

- Customer Relationship Management, Jagdish Seth, TMH.
- Customer Relationship Management, chaturvedi Mukesh, Excel.
- Customer Relationship Management, Peelan, Pearson.
- Customer Relationship Management, Roger J. Baran : Cengage.
- Customer Relationship Management A Strategic Perspective, G. Shainesh & Jagdish N Sheth, Macmillan
- Customer Relationship Management Essentials John W Gosney and Thomas P Boehm, PHI.
- Customer Relationship Management, Das Subhasish, Excel.
- Customer Relationship Management a Step by step approach, H. Peeru Mohamad, A. Sagadevan. Vikas .

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**(14E00310) TRAINING AND DEVELOPMENT**  
**(Elective II)**

The objective of the course is to provide an overview of Training and Development in the organization. The prerequisite for the course is knowledge of HRM.

1. **Training concepts: Introduction** - Concept - Training Process- Significance- Models of Training- Systematic Model- Transitional Model- Systems approach to training.
2. **Training function:**HR and the Training function - Training and corporate strategy - Organization and Management of Training Function
3. **T&D Organizations and policies** : Training Centers in organisations- Role of external agency in T&D- Training as consultancy. - Evolving Training Policy- Training budget and schedules/calendar, Training needs assessment: Training Needs Assessment - Definition and purposes - Components of Needs assessment- Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.
4. **Design of training programme** :Course content design – Trainer skill development - Facilities design- Trainee design -Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.
5. **Training methods** :Indoor training methods: *On-the-job Training* - *Off –the –job methods*- Behavior Modeling- Audio Visual Enhancements to Training- Outdoor *training methods*, E-learning and Evaluation of T & D programme :*E-learning methods*- Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme- Conceptual model of training - Effectiveness -Evaluation criteria-Kirkpatrick model.

**References:**

- Employee Training and Development, Raymond A.Noel, TMH .
- Effective Human Resource Training and development Strategy, B.Rathan Reddy, Himalaya.
- Donald L. Kirkpatrick and James D.Kirkpatrick, Evaluating Training programs, Tata McGraw Hill.

- Rolf P.Lynton and Udai Pareek, Training for development, Sage publications.
- Human Resource Development, Halder, Oxford.
- Human Resource Development, R.Krishnaveni, Excel.
- Effective Training, Beanchand, Thacker, Pearson.
- Training- Theory and Practice, Aparna Raj, Kalyani

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**(14E00311) SUPPLY CHAIN MANAGEMENT**  
**(Elective II)**

The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management. Consequently the course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective.

- 1. Role of Distribution in Value discovery:** Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction – Supply Chain – Fundamentals –Evolution- Role in Economy -Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.
- 2. Strategic Sourcing** - Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.
- 3. Supply Chain Network** - Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.
- 4. Planning Demand, Inventory And Supply** - Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management
- 5. Current Trends** - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain.Agro Supply Chains.

**References:**

- Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH.
- Supply Chain Management, Janat Shah, Pearson
- Supply chain management concepts and cases, Rhaul V. Altekar, PHI.
- Text Book of Logistics and Supply Chain Management, Agrawal, Macmillan.
- Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage.
- Exploring Supply Chain – theory and practice, Upendra Kachru, excel.
- Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico .
- Logistics and Supply Chain Management, K. Shridhara Bhat, , Himalaya.

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**(14E00312) INVESTMENT AND PORTFOLIO MANAGEMENT**  
**(Elective III)**

The objective of the course is to provide students an understanding of working of capital markets and management of portfolios of stocks. The pre-requisite for the course is Financial Accounting and Analysis and Financial Management.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

1. **Investment:** Objectives, Process of Investment, Investment and speculation.
2. **Fundamental Analysis & Technical Analysis:** Economy, Industry - Company analysis, Technical Analysis: Fundamental Analysis Vs Technical Analysis - Dow Theory, Relative Strength Index (RSI), Moving Average.
3. **Measurement of Risk and Return:** Revenue Return and Capital appreciation, holding period –Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance – correlation coefficient – Beta – calculating expected return and risk.
4. **Measurement of RiskValuation of Securities:** approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation.
5. **Portfolio Management:** Process of Portfolio Management, Diversification – Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

**References:**

- Investment Management,V.K.Balla, S.Chand Company Ltd.
- Investment Analysis and portfolio management, Chandra, Tata McGraw Hill .
- Security Analysis and Portfolio Management ,Punithavathy Pandian, Vikas
- Secuerity Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education.
- Security Analysis and Portfolio Management, Sudhindra Bhat, excel.
- Security analysis and portfolio management, Avadani, Himalaya publishers.
- Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
- Investment, Bodie, McGraw Hill Book Company.
- Investment Management ,Hiriyappa ,New Age Publications

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**(14E00313) SALES AND DISTRIBUTION MANAGEMENT**  
**(Elective III)**

The objective of this course is to provide students an opportunity of learning the basics and concepts of Sales Management and Distribution Management.

1. **Introduction:** Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives
2. **Management of Sales :** Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force.
3. **Distribution Management:** Definition- Need for Distribution Management- Need for Distribution Channels – Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels
4. **Designing Channel Systems:** Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation
5. **Managing the International Channels of Distribution:** Introduction- Differences in customer-expectations across countries-international orientation of companies –model of entry decision – implications of entry modes.

**References:**

- Sales Management John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer: Pearson Education.
- Sales and Distribution Management, Krishna K Havaladar & Vasant M Cavale TMH.
- Advertising, Sales and promotion Management, ChunawalaHimalaya.
- Sales and Distribution Management, Tapan K.Panda, Sunil Sahadev,Oxford.
- Sales and distribution Management, S L Gupta,Excel.
- Strategic Marketing and Channel Management,Donald J. Bowersox & M. Bixby Cooper,TMH.
- Selling and Sales management, Jobber,7/e Pearson Education.
- Successful Sales Promotion, Pran Choudhury, Ricky Elliott & Alan Toop, Orient Longman Limited.

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**(14E00314) PERFORMANCE MANAGEMENT**  
**(Elective III)**

The objective of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

- 1. Introduction to Performance management :** Concept -Performance management vs performance appraisal--Performance management vs Human resource management- Purposes- Significance :
- 2. Mentoring and monitoring :** Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance - Performance reviews: Objectives, Frequency of Review, Conducting review meetings, Problems in conducting meetings-Guidelines for conducting meetings.
- 3. Coaching and counseling :** Coaching for performance improvement -. Concept - Tips for effective coaching Counselling -Functions of counselling- Steps in counseling process
- 4. Annual Stock taking:** Stock taking of performance -Uses –Appraisal system design : Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition
- 5. Learning organisation :** Concept of learning organisation- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organisation- Reward and compensation Management -Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits

**References**

- Performance Management, Bagchi, Cengage Learnings.
- Performance Appraisal and Management, Sharma, Davinder, HPH
- Performance Management, Herman,Aguinis, Pearson Education.
- Performance Appraisal and compensation Management, Goel, PHI Learnings.
- Performance Management and Appraisal Systems, T.V.Rao, Response.
- Performance management, Kandula, PHI.
- 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel.
- Performance Management, Michael Armstrong, Kogan Page.
- Performance Management, A.S.Kohli, T.Deb,Oxford.
- Performance Management, Dinesh k.Srivatsava, Excel.

**(14E00315) ENTERPRISE RESOURCE PLANNING  
(Elective III)**

The objective of the course is to provide the basic concepts of Enterprise Resource Planning, ERP Implementation and Maintenance.

1. **Induction to ERP:** Overview of ERP,MRPI,MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.
2. **Business Intelligence Systems**-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)
3. **ERP Modules :** Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. Plant Maintenance System, Material Management System, Quality Management System,.
4. **ERP Implementation:** ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance
5. **ERP Products:** SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

**References:**

- Enterprise Resource Planning, Alexis Leon, TMH.
- Enterprise Resource Systems,Motiwalla,Pearson.
- ERP in practice, Jagan Nathan Vaman, Tata Mc.GrawHill.
- Enterprise Resource Planning and MIS,Venugopal Rao, Excel.
- ERP concepts & Practice,Vinod Kumar Kard arid NK Venkata Kristean, PHI.
- Concepts in ERP ,Monk,2/e Thomson.
- Enterprise Resource Planning,Mahadeo Jaiswal & Ganesh Vanapalli,Macmillan.
- Managerial Issues of ERP, David L.Olson , TMH.
- Enterprise Resource Planning, Singla, Cengage Learnings.

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**(14E00316) RISK MANAGEMENT AND INSURANCE**  
**(Elective IV)**

The Objective of this course is to give students a deeper insight into the concepts and strategies of Risk Management and Insurance.

1. **Introduction to Risk:** Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Management Techniques. Insurance as a Risk Management: Techniques Principles of Insurance
2. **Requirements of an Insurance Contract:** Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers. Risk Aversion and Risk Management: by Individuals & Corporations, Loss Control, Types of Loss Control, Optional Loss Control when Costs and Benefits are known.
3. **Indian Insurance Industry:** Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.
4. **Risk Management and Shareholders Wealth:** Risk Retention / Reduction Decision, Alternative risk Management, Analysis of insurance coverage: legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.
5. **Benefit Programs:** Health care financing and health insurance – employee benefit plans– designing issues in employee benefit plan.

**References:**

- Principles of risk Management & Insurance, George E. Rejda: 9<sup>th</sup> Edition, Pearson Education.
- Risk Management, (Edited), Prof.K. Ramakrishna Reddy and Prof.P. Murali Krishna, Discovery Publishing house.
- Principles of Insurance Management, Gulati: Excel.
- Risk Management & Insurance, Scott E. Harrington Gregory R. Nychaus: TMH.
- Insurance and Risk Management P.K.Gupta:, Himalaya.
- Risk management and insurance, Trieschmann, Cengage.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya.
- Introduction to Risk Management and Insurance, Dorfman: 8/e, Pearson.

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**(14E00317) ADVERTISING AND SALES PROMOTION MANAGEMENT**  
**(Elective IV)**

The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Distribution and Promotion.

- 1. Advertising:** Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix, Advertising department and advertisement manager .
- 2. Organising for Advertising:** objectives and functions - Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and service, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.
- 3. Advertisement budgets and effectiveness:** Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share, Pre-testing, post testing, experimental designs.
- 4. Sales Promotion:** Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.
- 5. Publicity and public relations:** Relevance, scope and importance. Methods of publicity. different types of publics and their role in marketing; Managing publics; Methods of publicity; Publicity materials; Public relations officer- role and functions; Personal selling strategy- importance and role; Scope of personal selling

**References:**

- Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.
- Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
- Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage.
- Advertising & Sales Promotion ,SHH Kazmi, Satish Batra, Excel.
- Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.



- Advertising Management, Jethwaney, Jain, Oxford.
- Contemporary Advertising, Arens, TMH.
- Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.
- Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill

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**(14E00318) KNOWLEDGE MANAGEMENT**  
**(Elective IV)**

The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course through light on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

1. **The Knowledge Economy:** Definition, scope and significance of Knowledge Management, Techniques of Knowledge Management Difficulties in Knowledge Management, Principles of Knowledge Management, Leveraging Knowledge, Data-Information-knowledge-Wisdom relationship, Organizational knowledge, characteristics and components of organizational knowledge –Building knowledge societies- Measures for meeting the challenges of implementing KM programmes.
2. **Essentials of Knowledge Management:** Basic types of Knowledge, Organisational Knowledge Management-Organisational knowledge types- Organisational knowledge capital- Organisational knowledge classification - Knowledge Life cycle- Organisational knowledge sources- process, Knowledge Conversion - Organisational knowledge progression - Organisational knowledge management – Technology Enablers - Organisational Human Capital – Organisational, Meta Knowledge
3. **Implementation of Knowledge Management:** Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India, The Mystique of a Learning Organisation.
4. **Knowledge Management and Information Technology:** Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, E-commerce and Knowledge Management, Total Quality management and knowledge management, Bench marking and Knowledge Management
5. **Future of Knowledge Management and Industry perspective:** Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.

**References**

- Web Warehousing & Knowledge Management, Mattison: Tata McGraw-Hill.
- Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.
- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management, Warier: Vikas Publishing House.
- Knowledge Management, Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

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**(14E00319) DATA WAREHOUSING AND DATA MINING**  
**(Elective IV)**

The objective of the course is to give an understanding Data Warehousing and Data Management concepts.

- 1. Managing Data:** Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology.
- 2. Database Systems in the Organisation :** Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations Data Warehousing .
- 3. The Data Warehouse Data Base:** Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure. Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use.
- 4. Analyzing the Contexts of the Data warehouse:** Active Analysis, User Queries – OLAP Constructing a Data warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage.
- 5. Getting Data into the Data warehouse** – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

**References:**

- Decision Support Systems and Data warehouse Systems, Efram G. Mallach: TMH.
- Modern Data Warehousing, Mining and Visualization Core Concepts, Marakas, Pearson.
- Data warehousing, Data Mining OLAP, Berson Smith, TMH.
- Data Mining Techniques and Tasks, T.H.M.Sivanandam, Thomson.
- Data Management, Data Bases and Organizations, Richard T Watson : Wiley.

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**(14E00320) BUSINESS SIMULATION LAB**

**Course aim:** The course aims is to understand statistical tools learnt in MS-Excel and SPSS

**.Learning Outcome:** The learning outcome is that the students should be able to: Analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyse trends. Test hypotheses.

**1. EXCEL Lessons:-** Customizing the Quick Access Toolbar.- Creating and Using Templates.-Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.- Formatting Data and Using the Right Mouse Click.- Saving, Page Setup, and Printing.- Using Headers and Footers.- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.- Data from External Sources.- Using and Formatting Tables.- Basic Formulas and Use of Functions.-Data Analysis Using Charts and Graphs.- Managing, Inserting, and Copying Worksheets.- Securing the Excel Document (Protect Cells and Workbook).

**2. Advanced excel lessons-** Advanced Formulas and Functions.- Advanced Worksheet Features.- Advanced Data Analysis using PivotTables and Pivot Charts.

**3. Overview of SPSS,** Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package

**4. Simulation of frequency distributions:-** Binomial, poisson, exponential, weibull and Normal Distributions

**5. Statistical tools for execution using excel:-** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency-mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of-variation. Correlation, regression lines.

IV t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.

**Text Book**

Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.

**References**

- David Whigham “Business Data Analysis Using Excel” Oxford University Press.
- Winston “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.
- Bajpai “Business Statistics” Pearson.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS
- Bruce Bowerman, Business Statistics in Practice, TMH.
- Shelly, MS Office, 2007, Cengage.

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**(14E00321) HUMAN VALUES AND PROFESSIONAL ETHICS**

1. **Variety of Moral Issues:-** Understanding the Harmony in the Society (society being an extension of family), Integrity, Work Ethic, Courage, Empathy, Self Confidence, Moral Autonomy, Concensus and Controversy, Professional and Professionalism, Professional Ideas and Virtues.
2. **Principals of Ethics and Morality:-** Ethics as a Subset of Morality, Ethics and Organizations, Employee Duties and Rights, Discriminatory and Pre-judicial Employee Practices, Understanding Harmony in Nature, Natural Acceptance of Human Values.
3. **Risk Benefit Analysis:-** Reducing Risk, The Government Regulators Approach to Risk, Handling Ethical Dilemmas at Work, Market Strategy and Ethics, Ethical Practice in Market Place, Ethics in Finance, Ethics in Business and Environment.
4. **Collegiality an Loyalty:-** Respect of Authority, Collective Bargaining, Confidentiality, Professional Rights, Intellectual Property Rights, Multinational Corporations, Honesty, Moral Leadership, Sample Code of Conduct, Corporate Responsibility, Social Audit and Ethical Investing, Computer and Ethics, Management Patterns,
5. **Competence and Professional Ethics-** i) Ability to Utilize the Professional Competence for Augmenting Universal Human Order, ii) Ability to identify the scope and Characteristics of people-friendly and eco-friendly production, iii) Ability to identify and develop appropriate technologies, and Management and pattern for above production system. Strategy for Transition from the Present State to Universal Human Order-i) At the Level of Individual- as Socially and Ecologically Responsible Technologists and Managers, ii) At the Level of Society- as Mutually Enriching Institutions and Organizations. Case studies of typical holistic technologies and management patterns.

**References**

- Ethics in Engineering , Mike Martin and Roland Schinzinger, McGrawHill.
- Engineering ethics-concepts and cases, Charles E Harris, Michael S Pritchard, Thompson Learning.
- Ethics and the conduct of business ,John R Boatright, Pearson education.
- Ethical Choices in Business, R.C.Sekhar, Response Books.
- Business ethics, William Shaw , wordsworth Publishing company.

- Business Ethics-Concepts and cases, Manual G. Valasquea, Pearson Education.
- Ethics of international Business, Thomas Donaldson, Oxford university Press.
- Business Ethics, Richard T. De George, Mc Millan Publishing.
- Business Ethics, John E. Richardson, Annal Edition.
- Business Ethics, Milton Suoeyenlas, Robert Almeder and James Humber, Promethens Books.

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**(14E00401) STRATEGIC MANAGEMENT**

The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

1. **Introduction- Concepts in Strategic Management**, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.
2. **Strategic Analysis and Choice: Tools and techniques**- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix,. Market Life Cycle Model - and Organisational Learning, and the Experience Curve.
3. **Strategy Formulation** : Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy, .
4. **Strategy Implementation** : Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation.
5. **Strategy Evaluation and control** – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

**References:**

- Crafting and Executing Strategy: Concepts and Cases,Thompson, Gamble, Jain, TMH.
- Strategic Management Concepts and Cases ,Fred R.David, PHI.
- Strategic Management,Hill, Ireland, manikutty, Cengage.
- Concepts in Strategic Management and Business Policy,Wheelen & Hunger, Pearson Education.
- Strategic Management – Text and Cases, V.S.P. Rao, Excel.
- Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
- Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
- Strategic Management, P. SubbaRao, Himalaya.
- Business policy and strategic management, Sukul Lomash, P.K.Mishra, Vikas.

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**(14E00402) GREEN BUSINESS MANAGEMENT**

**1. Introduction of Green Management:** The concept of green management; evolution; nature, scope, importance and types; developing a theory; green management in India; relevance in twenty first century

**2. Organizational Environment;** Internal and External environment; Indian corporate structure and environment; how to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, life cycle analysis of materials, sustainable production and its role in corporate social responsibility (CSR) and Corporate environmental responsibility (CER).

**3. Approaches from Ecological Economics;** Indicators of sustainability; Ecosystem services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories

**4. Environmental Reporting and ISO 14001;** Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management

**5. Green Techniques and Methods;** Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models

**References:**

- Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida , ZEW Publications.
- Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
- The Green Energy Management Book by Leo A. Meyer, LAMA books.
- Green Project Management by Richard Maltzman And David Shiden, CRC Press Books.
- Green and World by Andrew S. Winston, Yale Press Books.

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**(14E00403) FINANCIAL DERIVATIVES**  
**(Elective V)**

The objective of this course is to make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

1. **Introduction to Derivatives :** Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative markets - Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.
2. **Future and Forward Market:** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards
3. **Options:** Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.
4. **Basic Option Strategies:** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.
5. **Swaps:** Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**References:**

- Financial Derivatives and Risk Management, OP Agarwal, HPH
- Commodities and Financial Derivatives, Kevin, PHI
- Fundamentals of Financial Derivatives, Swain.P.K, HPH
- Financial Derivatives, Mishra: Excel.
- Risk Management & Derivatives, Stulz, Cengage.
- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- Financial Derivatives, Gupta, 1<sup>st</sup> Edition, PHI .
- Fundamentals of futures and options market, John C Hull: Pearson Education.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya.

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### (14E00404) SERVICES MARKETING

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product.

**1:Understanding services marketing & CRM:** Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system -Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

**2:Services market segmentations:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

**3:Pricing & Promotion strategies for services:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

**4:Planning and managing service delivery:** Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.

**5:Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.

#### References:

- Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson.
- Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml & Mary Jo Bitner: TMH.
- Services Marketing – Concepts planning and implementation, Bhattacharjee, excel, 2009
- Services Marketing, Srinivasan, PHI.
- Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford.
- Services Marketing – Text and Cases, Rajendra Nargundkar, TMH.
- Marketing of Services, Hoffman, Bateson, Cengage.
- Service sector Management, C. Bhattacharjee, Jaico.

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**(14E00405) ORGANIZATION DEVELOPMENT**  
**(Elective V)**

The objective of the course is to provide the students with the conceptual framework and the theories underlying Organizational Development.

- 1. Organization Development** –Definition – Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Values in Transition – Ethical issues in OD.
- 2. Foundations of OD-** Systems Outlook- Third Wave Management and Organization Transformation.
- 3. Diagnostic Process and Areas of Diagnosis** –Action Research- As a Process and Approach- OD
- 4. Interventions classification** – Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behaviour Modelling, Life and Career Planning.
- 5. Consultant Issues** – System Ramifications – Power politics in OD – Future of OD.

**References:**

- Organisation Development and Transformation, French, Bell & Zawacki, TMH
- Organization Development, French & Bell, Pearson.
- Organisation Change and Development, Kavita Singh: Excel.
- Organization Development, Daniel Robey & Steven Actman, Macmillan.
- Organisation Development Change, Cummins & Worley, Thomson/Cengage.
- Organisation Development Interventions & Strategics, S. Ramnarayan, T.v Rao & kuldeep singh, Response.
- Organisation Development, Daniel Robey & Steven Actman, Macmillan.

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**(14E05406) DATA COMMUNICATION AND NETWORK ANALYSIS**  
**(Elective V)**

The objective of the course is to provide the basic concepts of Data Communication and Network Analysis, network security, privacy and data encryption.

1. **Introduction** – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.
2. **Data – link layer:** simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.
3. **Transportation layer and Session layer:** transport service – addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way– internet work fragmentation – session layer.
4. **Presentation layer:** network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols.
5. **Application layer** – distribution systems ISDN – Service & History, TCP/IP and Net Working and Internet working Derives.

**References:**

- Data Communication and Computer Networks, Duck& Read, Person.
- Data Communications and Net Working, Behrouz A. Forouzan, TMH.
- Data Networks, Bertsekas & Gallages, PHI
- Computer Communications and Networking Technologies, Michael A. Gallo, Cengage.
- Understanding Data Communications & Networks, William A. Shay, Vikas.

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**(14E00407) INTERNATIONAL FINANCIAL MANAGEMENT**  
**(Elective VI)**

The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

1. **Introduction to International Financial management:** IFM meaning, Difference between FM & IFM, Nature Scope, Importance, Risks in IFM
2. **Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.
3. **Management of foreign exchange exposure and risk:** Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.
4. **Cross-border Investment Decisions:** Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions.
5. **Financing Decisions of MNC's & Working Capital Management:** Introduction, the cost of capital, capital structure, Methods of raising capital, Cash management, management of receivables, Inventory management, financing current assets.

**References:**

- International Financial Management, V.K.Bhalla ,S.Chand
- International Finance , Prakash .G.Apte, TMH
- International Financial Management, T. Siddaiah: Pearson.
- International Financial Management ,M.K.Rastogi
- International Financial Management, S. Eun Choel and Risnick Bruce: TMH.
- International Financial Managemen, Ephriam Clark , Cengage.
- International Financial Management, Machi Raju, HPH.
- international finance management, Jeff Madura, Cengage.
- International Financial Management, Sharan 5th Edition, PHI.
- International Financial Management, Madhu Vij: Excel, .
- International Financial Management, V. A Avadhani, Himalaya .

**(14E00408) INTERNATIONAL MARKETING**  
**(Elective VI)**

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities.

1. **International Marketing:** Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.
2. **International Market Entry Strategies:** Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.
3. **International product management:** International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.
4. **International Marketing Channels:** channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.
5. **Export Marketing:** Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

**References:**

- International Marketing Analysis and Strategy, Sak Onkvisit, John J. Shaw, PHI.
- International Marketing, Michael R. Czinkota, Lippa A. Ronkainen, Cengage .
- Global marketing Management , Keegan, Green, 4/e, Pearson.
- International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
- International Marketing, Vasudeva PK, excel.
- Global Marketing, Management, Lee, Carter, Oxford.
- International Marketing and Export management, Albaum , Pearson Education.
- Global Marketing, Johansson, TMH.
- Integrated Marketing Management – Text and Cases, Mathur, Sage.



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**(14E00409) GLOBAL HUMAN RESOURCE MANAGEMENT**  
**(Elective VI)**

The objective of the course is to provide an outline of Global Human Resource management of MNC'S.

- 1. International Human Resource Management concept**, expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.
- 2. Human and Cultural Variables in Global Organizations** – Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofetede's Hermes Study, Managerial Implications.
- 3. International staffing and Compensation Practices** – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment- Training Expatriation –Repatriation. -Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN`S and TCN`S.
- 4. Appraisal and Training and development in the Global Perspective-** Programmes and Agencies - Evaluation of Global HRM Practices-Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.
- 5. International Industrial Relations and People Management** – Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.

**References:**

- International Human Resource Management, Aswathappa, TMH.
- International Human Resource Management, Tony Edwards & Chris Rees, Pearson.
- Internal Human Resource Management, Rao P.L, Excel.
- International Human Resource Management, Subba Rao P, Himalaya.
- International Dimensions of Organizational Behaviour, Adler N.J, Kent
- International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage.

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**(14E00410) CORPORATE INFORMATION MANAGEMENT**  
**(Elective VI)**

The objective of the course is to provide a broad outline of Information Technology and its application at corporate business units and to understand all the issues related to the IT management.

1. **IT planning and strategy tools:** Strategy analysis – environment analysis- Conducting strategy audit- Assessing opportunities and risks- Company –technology analysis – Industry –technology analysis Trajectories of technology.
2. **Extending the enterprise:** Organising for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – Designing hybrid governance models- Building collaborative community- Emerging network business models.
3. **IT Alignments :** Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications, Managing IT services : Availability facilities- uninterruptible power – Delivery- climate control – security – New service models.
4. **IT outsourcing** - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies, Coordination and control of IT : Development stages of IT in organising- Nolans’ model- Distributed data processing - Centralisation vs decentralisation- drivers toward user dominance- Drivers towards centralised policy- Coordination and location IT policy.
5. **Project management:** Project categories- Project management: stage in project – planning and controlling tools-Problems – Towards effective project management, Technology and innovation: Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development.

**References:**

- Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, *Corporate Information strategy and Management*, TMH
- C,S,G,,Krishnamcharyulu and Lalitha R. *Management of Technology*, Himalaya
- Sanjiva Shnkar Dubey, *IT strategy and Management*, PHI.
- Parag Kulkarni *IT strategy for Business*, Oxford.
- V.K.Narayan, *Managing Technology and Innovation for competitive Advantage*, Pearson.
- C.K. Prahlad, *The New Age of Innovation*. TMH.

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**(14E00411) SEMINAR (Contemporary Issues on Business)**

The objective of the seminar is to evaluate the skills required for the managers viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyse the managerial capabilities.

Students are required to present a seminar on any contemporary issue of the business.

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**(14E00412) PROJECT WORK**

Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student can initiate the project work in the penultimate semester of the course.

**References:**

- Business Essentials: *Research Project*, Viva.
- Paul Oliver: *Writing Your Thesis*, Sage.
- M.K.Rampal & S.L.Gupta: *Project Report Writing*, Paragon International.
- Michael Jay Polonsky: *David S Waller: Designing and Managing a Research Project*, Sage.
- Surendra Kumar: *An Aid to Project Work*, Paragon International.