

<b>SEMESTER-I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB1T01: PRINCIPLES AND PRACTICE OF MANAGEMENT</b>				

### **UNIT-I**

**MANAGEMENT:** Introduction - Management in the global context- - Evolution of management thought – Concept-Nature-Scope- Functions and principles of management - Managing for competitive advantage - Challenges of management- Corporate ethics and social responsibility.

### **UNIT-II**

**PLANNING:** Concept-Nature- Purpose and Importance of planning- Types of plans- Planning process- Planning premises and forecasting- MBO- Process of decision making- Decision tree analysis.

### **UNIT-III**

**ORGANIZATION:** Principles of organization – Formal and Informal organization- Types of organizational structures- Line and Staff relations – Delegation of authority, Span of Control – Departmentation- Centralization and De-centralization- Building a dynamic organization

### **UNIT-IV**

**DIRECTING:** Dimensions of leadership- Leadership skills- Leadership theories and styles- Motivation Theories-Prerequisites of Managerial Communication-Stages- Women and corporate leadership.

### **UNIT-V**

**CONTROLLING:** Meaning and Importance – Process of control and techniques of control – Feedback system- Requirement for effective control- TQM, Six sigma, BRP, JIT.

**(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)**

### **TEXTBOOKS**

1. Essential Of Management : Harold Koontz & Heinz Wehrich, Tata Mc Graw Hill
2. Principles Of Management: T. Rama Swamy, Himalaya Publishing House, Mumbai.
3. Principles And Practice Of Management: L.M.Prasad, Sultan Chand & Sons, Educational Publishers, New Delhi.
4. Principles Of Management: Tripathy And Reddy, Tata Mc Graw Hill.

## **REFERENCES**

1. Management Text And Cases: Rao Vsp, Excel Books, New Delhi
2. Principles of Management: T. Rama Swamy, Himalaya Publishing House, Mumbai.
3. Management: Anil Bhat & Arya Kumar, Oxford University, New Delhi.
4. Principles And Practice Of Management: Gupta R.S,Sharma, B.D,Bhalla N.S  
- Kalyani Publications, Hyderabad.

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<b>PGMB1T02: MANAGERIAL ECONOMICS</b>				

### **UNIT-I**

**INTRODUCTION:** Concept of Economics - Nature and Scope of Managerial Economics – Importance-Interdisciplinary- Economics and managerial decisions making process -The role of managerial economist in Business Management.

### **UNIT-II**

**NATIONAL INCOME:** Role of Macro Economics for managerial Decision Making- Concept of National Income: GDP, GNP, GDP (at Market price) –HDI-Investment multiplier, Concept of Inflation, Business cycles.

### **UNIT-III**

**DEMAND AND SUPPLY ANALYSIS:** Demand- Determinants of demand - Law of Demand - Elasticity of Demand- Price elasticity, Income elasticity, Cross elasticity, Promotional Elasticity-Measurement of Elasticity- Determinants and significance of elasticity of Demand- Demand forecasting -Methods & Techniques.

**Supply Analysis** – Supply function, Law of Supply, Elasticity of Supply.

### **UNIT-IV**

**THEORY OF PRODUCTION AND COST:** Production Function-Cobb-Douglas Production Function- Iso-quant and Iso-cost curves-Least Cost Combination of Input-MRTS - Law of Returns to Scale and Law of Variable Proportions - Economies and Diseconomies of Scale  
**Cost Analysis** –Cost Concepts, Cost-output Analysis in Short run and Long run

### **UNIT-V**

**PRICING AND PROFIT PLANNING:** Price and Output Decisions under Different Types of Market Structures - Perfect Competition, Monopoly and Monopolistic Competition, Oligopoly, Kinked-Demand Curve model of Oligopoly, Price Discrimination and dumping - Pricing Methods & Strategies.

**PROFIT PLANNING:** Nature, Scope, And Theories of profit, Measurement policies, Cost - Volume- Profit Analysis: Breakeven point-break even chart

**(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)**

## **TEXTBOOKS**

1. Joel Dean, Managerial Economics, Prentice-Hall of India Pvt. Ltd., New Delhi, 1998
2. H.L.Ahuja - Managerial Economics (S.Chand & Company Ltd.)
3. Mehta,P.L., Managerial Economics Analysis, Problems, Cases, Sultan Chand and Sons, New Delhi, 2001.
4. Yogesh Maheshwary - Managerial Economics (PHI Learning)

## **REFERENCES**

1. P. G. Keat, P.K. Y. Young & S. Benarjee - Managerial Economics (Pearson Education)
2. Hirschey: Economics for Managers, Thomson, 2007.
3. Petersen,Lewis and Jain: Managerial Economics, Pearson/PHI, 2006
4. Gupta: Managerial Economics 1e TMH 2005.
5. Dominic Salvatore, Managerial Economics, Thomson, 2006

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<b>PGMB1T03: ACCOUNTING FOR MANAGERS</b>				

### **UNIT - I**

**ACCOUNTING FOR MANAGEMENT:** Accounting, Nature, Scope & Importance – Branches of Accounting -- users of Accounting information - Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account as in a Modern Organization.

### **UNIT – II**

**FINANCIAL ACCOUNTING SYSTEM:** Generally Accepted Accounting Principles (GAAP) and Accounting Standards governing Financial Statements – Contents of Trading Account, Profit and Loss Account – Balance Sheet (Theory only) - Analysis of Financial statements - Ratio analysis (includes case studies) - Distinction between capital and revenue- The role of accounting policies like Depreciation and inventory valuation on reported income statement and balance sheet. (Theory only)

### **UNIT- III**

**ELEMENTS OF COST** – Cost Sheet Preparation –Marginal Costing –Cost –Volume – Profit Analysis – Cost Behavior – Breakeven Analysis – Contribution Approach –Profit Planning. (includes case studies)

### **UNIT-IV**

**COST ACCOUNTING CONCEPTS AND APPLICATIONS:** Cost Concepts for Decision making – Decision Making Process – Decision Situations - Sales Volume Decisions – Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision. (includes case studies)

### **UNIT- V**

**BUDGETING:** Meaning & Importance of Budget- Budgeting and Budgetary Control-Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Construction of Cash Budget-Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero-Based Budgeting. (includes case studies)

**(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)**

## **TEXTBOOKS**

1. Horngren, C.T., Introduction of Management Accounting, Prentice Hall of India, New Delhi
2. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
3. I. M. Pandey: Management Accounting, Vikas Publishing House. ND
4. Jawaharlal, Accounting for Management, Himalaya, Mumbai

## **REFERENCES**

1. Hilton, Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
2. B.Banerjee, Financial Policy & Management Accounting ,PHI, New Delhi
3. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
4. Management Accounting, Dr. S.P.Gupta
5. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
6. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.

<b>SEMESTER-I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB1T04: MANAGERIAL COMMUNICATION</b>				

#### **UNIT-I**

**COMMUNICATION IN BUSINESS:** Communication-Objectives and Process of Human Communication Media of Communication, Written Communication - Oral Communication - Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication skills – Cultural Effects of Communication.

#### **UNIT-II**

**MANAGING ORGANIZATIONAL COMMUNICATION:** Formal and Informal Communication – Intra-personal– Inter -Personal Communication -Communication Models - Johari Window, Transactional Analysis, and Social Exchange theory.

#### **UNIT-III**

**INTRA-PERSONAL FOUNDATION FOR INTER-PERSONAL COMMUNICATION:** Managing motivation to influence interpersonal communication - Effects of intra personal motivation upon interpersonal communication - Perception in communication - Role of emotion in interpersonal communication - Communication Styles - Barriers to communication – Gateways to effective interpersonal communication.

#### **UNIT-IV**

**BUSINESS WRITING SKILLS:** Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephonic Communication – Use of Technology in Business Communication.

#### **UNIT-V**

**REPORT WRITING AND PRESENTATION SKILLS:** Formal and Informal Reports- Structure of Reports, Negative, Persuasive, Special Reports and Proposals – Types and Stages of presentation – Video Conferencing –Communication etiquettes.

**(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)**

## **TEXTBOOKS**

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Rayudu, CS: “*Communication*”, Himalaya Publishing House, Mumbai.
3. Krizan: “*Essentials of Business Communication*”, Cengage Learning, New Delhi.
4. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
5. Dalmar Fisher: “*Communication in Organizations*”, JAICO Publishing House, New Delhi, 2007.

## **REFERENCES**

1. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
2. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi.

<b>SEMESTER-I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB1T05: BUSINESS ENVIRONMENT</b>				

#### **UNIT-I**

**BUSINESS ENVIRONMENT:** Meaning, Scope and Significance – Internal and External factors influencing business environment-Industrial policies since independence and their significance – Regulatory and promotional framework - Five-year plans and their importance.

#### **UNIT-II**

**STRUCTURE OF INDIAN ECONOMY:** Nature and significance – Economic systems – Structure of Indian industry – Economic reforms in various sectors – Social justice – Disinvestment mechanism – Problems and procedures – Sickness in Indian industry-Analysis.

#### **UNIT-III**

**FISCAL POLICY:** Nature and significance – Public Revenues & Expenditure- Debt, development activities - Allocation of funds – Critical analysis of the recent fiscal policy of Government of India.

**BALANCE OF PAYMENTS:** Major components – Causes for disequilibrium in balance of payments – corrective measures.

#### **UNIT-IV**

**INDIA'S TRADE POLICY:** Magnitude and direction of India's International Trade & problems – Bilateral and Multilateral Trade Agreements.

**INTERNATIONAL BUSINESS ENVIRONMENT:** Nature – Significance– Challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – Disputes settlement mechanism – Dumping and anti-dumping measures.

#### **UNIT-V**

**LEGAL FRAME WORK:** Special Features of the SICA (special provisions) Act 1985, BIFR, Right to Information Act 2002, Environmental laws (pertaining to the control and prevention of Air and Water pollution) -Competition Act 2002.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## TEXTBOOKS

1. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
2. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
3. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
4. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.

## REFERENCES

1. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
2. Sundaram and Black: “*International Business Environment Text and Cases*”, PHI Private Limited, New Delhi.
3. Avid W Conklin: “*Cases in Environment of Business*”, Sage Publication India Private Ltd, New Delhi.
4. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
5. Palle Krishna Rao: “*WTO-Text and Cases*”, Excel Publication, New Delhi.
6. Government of India, *Latest Economic Survey Report*.

<b>SEMESTER-I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMA1T03: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS</b>				

#### **UNIT-I**

**BASIC MATHEMATICAL & STATISTICAL TECHNIQUES:** Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis - Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem - Probability Distributions- Binomial, Poisson, and Normal Distributions.

#### **UNIT-II**

**INTRODUCTION TO DECISION THEORY:** Steps involved in Decision Making- different environments in which decisions are made- Criteria for Decision Making, Decision making under uncertainty-Decision making under conditions of Risk-Utility as a decision criterion- Decision trees- Graphic displays of the decision-making process-Decision making with an active opponent.

#### **UNIT-III**

**LINEAR PROGRAMMING:** Formation of mathematical modeling- Graphical method- the Simplex Method- Justification-interpretation of Significance of All Elements in the Simplex Table- Artificial variable techniques: Big M method, Two phase method.

#### **UNIT-IV**

**TRANSPORTATION, ASSIGNMENT MODELS & GAME THEORY:** Definition and application of the transportation model- solution of the transportation problem- the Assignment Model-Traveling Salesman Problem.

#### **UNIT-V**

**P.E.R.T. & C.P.M. AND REPLACEMENT MODEL:** Drawing networks – identifying critical path – probability of completing the project within given time - project crashing – optimum cost and optimum duration-Replacement models comprising single replacement and group replacement.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **TEXTBOOKS**

1. Operations Research: SD Sarma,
2. N.D.Vohra: “*Quantitative Techniques in Management*”, Tata-McGraw Hill Private Limited, New Delhi, 2011.

3. J. K. Sharma, "*Operations Research: Theory and Applications*", Macmillan Gupta S.P: "*Statistical Methods*", S. Chand and Sons, New Delhi,

## REFERENCES

1. Anand Sharma: "**Quantitative Techniques for Business decision Making**", Himalaya Publishers, New Delhi,2012;
2. Hamdy, A.Taha: "*Operations Research: An Introduction*", Prentice-Hall of India, New Delhi 2003.

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<b>PGBS1L01: COMMUNICATION SKILLS LAB</b>				

**Objectives:** The language lab focuses computer-aided multi-media instruction and language acquisition to achieve the following targets:

- To expose the students to a variety of self-instructional, learner friendly modes of language learning.
- To help the students cultivate the habit of reading passages from the computer monitor, thus providing them with the required facility to face computer-based competitive exams such GRE, TOEFL, GMAT etc.
- To enable them to learn better pronunciation through stress on word accent, intonation, and rhythm.
- To train them to use language effectively to face interviews, group discussions, public speaking.
- To initiate them into greater use of the computer in resume preparation, report writing, format-making etc.

However, depending upon the available of infrastructure and budget, the above targets can also be achieved by procuring the minimum required equipment suggested for the establishment of Conventional Lab the details of which are given below. The lab should cater to the needs of the students to build up their confidence to help them develop leadership qualities through their communicative competence.

### **ENGLISH LANGUAGE LABORATORY PRACTICE**

1. Introduction to Phonetics. 2. Introduction to Vowels and Consonants and associated Phonetic symbols. 3. Introduction to Accent, Intonation and Rhythm. 4. Situational Dialogues/Role Play. 5. Debate 6. Public Speaking. 7. Group Discussions 8. Facing Interviews 9. Resume preparation 10. e- correspondence

<b>MODULE</b>	<b>TOPICS/SUB-TOPICS</b>	<b>LABSESSIONS</b>
1	INTRODUCTION TOPHONETICS-Vowels, - Consonants, -Diphthongs INTRODUCTION TO STRESS & INTONATION-Articulation, - Respiration, -Phonation	3
2	GROUP DISCUSSIONS FACING INTERVIEWS	4
3	SITUATIONAL/DIALOGUE/	2
	ROLE PLAY RESUME PREPARATION	2
4	PUBLIC SPEAKING, DEBATE	2
5	GRE, TOEFL, GMAT MODELS, e-CORRESPONDENCE	3

### **Suggested Software for Lab classes:**

1. Cambridge Advanced Learners' Dictionary with exercises
2. The Rosetta Stone English Library
3. Clarity Pronunciation Power
4. Mastering English in Vocabulary, Grammar, Spellings, Composition
5. Dorling Kindersley series of Grammar, Punctuation, Composition etc.
6. Oxford Advanced Learner's Compass, 7th Edition
7. Language in Use, Foundation Books Pvt Ltd
8. Learning to Speak English - 4 CDs
9. Microsoft Encarta
10. Murphy's English Grammar, Cambridge
11. Time series of IQ Test, Brain-teasers, Aptitude Test etc.
12. English in Mind, Herbert Puchta and Jeff Stranks with Meredith Levy, Cambridge

### **TEXT BOOKS**

1. The Human Touch: personal Skills for Professional Success – by DebraPaul.
2. The Definitive Book of body Language – by Allan Pease, Barbara Pease.
3. How to Face Interviews – by Clive Fletcher.s
4. The 7 Habits of Highly Effective People – by StephenCovery.
5. The Google Resume: How to Prepare of a Career and Land a Job at Apple, Microsoft.

## **REFERENCES**

1. Good English –by G.H Vallns
2. Better English – G.H Vallins
3. Best English – G.H. Vallins
4. How to Talk to Anyone: 92 little tricks for big success in Relationships by Leli Lowndes.
5. The leader in you - by Dale Carnagie
6. 250 Job Interview Questions You'll most likely Be Asked – by Peter veluki, Peter Verki.
7. Contemporary English Grammer, structures and Composition - by David Green.

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<b>PGMC1L03: I T for Managers – Lab (100% LAB)</b>				

### **UNIT-I**

Introduction of various software used for business and their significance in the current business environments. Introduction of software MS Office, SQL.

### **UNIT-II**

Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations through spread sheet(excel)

### **UNIT-III**

Statistics for management - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

### **UNIT-IV**

Data Collection and analyzing techniques (using SPSS) - Charts, flow diagrams TQM methodologies

### **UNIT-V**

Preparation and presentations of mini projects assigned for course work of first semester.

### **TEXTBOOKS**

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

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<b>PGMB2T01: FINANCIAL MANAGEMENT</b>				

### **UNIT -I**

**FINANCE FUNCTION:** Nature and Scope- Evolution of finance function – Goals of Finance function- Profit maximization Vs. Wealth Maximization-Finance Functions-Analysis and Interpretation of Financial Statements-Funds Flow analysis – Cash Flow Analysis.

### **UNIT -II**

**FINANCING DECISION:** Sources of finance - Cost of Capital: The Concept and Measurement of Cost of Capital Component Costs and Weighted Average Cost- Concept of Leverage and its effects.

**The capital Structure:** Concept- Optimum Capital Structure - EBIT–EPS analysis - factors affecting capital structure- theories of capital structure.

### **UNIT-III**

**THE INVESTMENT DECISION:** Nature and Significance - Concept of Time Value of Money- Capital Budgeting Techniques-Traditional and DCF methods- NPV vs. IRR.

**CAPITAL BUDGETING DECISION UNDER CONDITIONS OF RISK AND UNCERTAINTY:** Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta coefficients, Probability tree approach – Sensitivity Analysis (concepts and their numerical applications only).

### **UNIT-IV**

**DIVIDEND DECISION:** Major Forms of Dividends- Cash and Bonus Shares. Determinants of Dividend Dividends and Valuation: Major theories centered on the works of Gordon Walter and Lintner – Dividend policies of Indian Corporates.

### **UNIT-V**

**WORKING CAPITAL MANAGEMENT:** Concepts - Characteristics of Working Capital and Factors determining the working capital. Estimating working capital requirements - Operating cycle approach - Management of Current Assets – Cash Budget - Inventory Control Techniques.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## TEXT BOOKS

1. James C. van Horne: Financial Management & Policy, Prentice Hall of India, New Delhi
2. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
4. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.

## REFERENCES

1. James C. van Horne: Financial Management & Policy, Prentice Hall of India, New Delhi
2. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
4. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
5. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
6. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao:“**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
7. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.
8. Vyuptakesh Sharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.
9. Shashi K.Gupta: “**Financial Services**”, Kalyani Publishers, New Delhi, 2012.

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<b>PGMB2T02: HUMAN RESOURCE MANAGEMENT</b>				

### **UNIT-I**

**HRM:** - Definition, Significance and Functions – Evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies-PM Vs HRM - Role and position of HR department –Aligning HR strategy with organizational strategy - HRM at Global perspective- Challenges – Cross-cultural problems – Emerging trends.

### **UNIT-II**

**HR PLANNING:** Demand and Supply Forecasting - Recruitment and Selection- Procedure- Training and Development Methods and techniques– training evaluation - Retention - Job Analysis – Job description and specifications. Management development - HRD concepts – mechanisms.

### **UNIT-III**

**PERFORMANCE EVALUATION:** Importance – Methods – Traditional and Modern Methods – Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - Compensation Mechanisms- Career Development and Counseling.

### **UNIT-IV**

**WAGE AND SALARY ADMINISTRATION:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- Incentive Payment Systems. Welfare management: Nature and concepts – Statutory and non-statutory welfare measures – Incentive Schemes

### **UNIT-V**

**MANAGING INDUSTRIAL RELATIONS:** Trade Unions-Employee Participation Schemes-Collective Bargaining Grievances and Disputes resolution mechanisms –Safety at work – Nature and Importance – Work hazards – Safety Mechanisms - HR accounting and auditing: Nature and significance –problems – HR audit process – HRIS & Methods.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. K Aswathappa: “***Human Resource and Personnel Management***”, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “***Human Resource Management and Industrial Relations***”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “***Human Resource Management: A South-Asian Perspective***”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “***Personnel and Human Resource Management-Text and Cases***”, Himalaya Publications, Mumbai, 2013.

## **REFERENCES**

1. Muller\_Camen. Croucher and Leigh: “***Human Resource Management- A Case Study Approach***”, JAICO Publishing, Delhi.
2. Gary Dessler, Biju Vrkkkey: “***Human Resource Management***”, Pearson Education, New Delhi, 2011
3. Uday Kumar Haldar: “***Human Resource Development***”, Oxford University Press, New Delhi, 2012.
4. Narendar Singh: “***Human Resource Management***”, Universities Press (India) Private Limited, Hyderabad, 2011.
5. B.B.Mahapatro: “***Human Resource Management***”, New Age International Publishers, New Delhi, 2011
6. R.S.Dwivedi: “***Human Relations and Organisational Behaviour***”, MacMillan Business Books, New Delhi, 2013.

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<b>PGMB2T03: MARKETING MANAGEMENT</b>				

### **UNIT-I**

**INTRODUCTION TO MARKETING:** Needs- Wants – Demands- Products - Exchange- Transactions- Market- Marketing- Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment, Evolution of Marketing Department, Organizing the Marketing Department- Marketing Mix.

### **UNIT-II**

**PRODUCT DECISIONS:** Product Mix - Product life cycle - Product lines - Product width - Product differentiation - New Product Development - Segmentation - Selecting Target Markets - Segmentation and Targeting as a Basis for Strategy Formulation - Product positioning- brand - Brand positioning - Packaging.

### **UNIT-III**

**PRICING DECISIONS:** Objectives of Pricing - Methods & Strategies - Selecting the final price - Adopting price -initiating the price cuts -Imitating price increases - Responding to Competitor’s price changes.

### **UNIT-IV**

**PROMOTION DECISIONS:** The communication process - Communication Mix - Managing Advertising - Sales Promotion - Public Relations and Direct Marketing - Sales force Objectives - Sales force structure and size - Sales force Compensation.

### **UNIT-V**

**DISTRIBUTION DECISIONS:** Concept – Channels of Distribution – Channel Levels - Types of Intermediaries - Selection of Channel – Channel Design - Channel Conflicts and Control.

**Marketing Performance:** Annual Plan Control - Profitability Control - Efficiency Control- Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
2. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
4. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012

## **REFERENCES**

1. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.
2. Sontakki C.N.: “**Marketing Management**”. Kalyani Publishers, New Delhi, 2012..  
Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
3. Kenneth E, Clow, Donald Baack: “**Cases in Marketing**”, SAGE ,New Delhi, 2012.
4. Dilip M, Sarwate: “**Indian Cases in Marketing Management**”, Everest Publishing House, New Delhi,

<b>SEMESTER-II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB2T04: PRODUCTION &amp; OPERATIONS MANAGEMENT</b>				

#### **UNIT-I**

**INTRODUCTION:** Definition-Nature and Scope of Production and Operations Management - Historical Evolution –Role & responsibilities of the production manager - Recent trends- Types of manufacturing processes.

#### **UNIT-II**

**PRODUCTION PLANNING AND CONTROL:** Stages in PPC – Gantt chart – PPC in Mass, Batch, and Job Order Manufacturing - Aggregate planning - Capacity Planning – Optimal Production Strategies - Maintenance management - Scheduling and Sequencing of Operations.

#### **UNIT-III**

**PLANT LOCATION & LAYOUT:** Planning - Factors influencing location - Types of layouts – Product design & Process design.

**WORK STUDY:** Method Study and Work Measurement - Work Sampling.

#### **UNIT-IV**

**QUALITY MANAGEMENT:** Basic concepts of quality - dimensions of quality - Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables - Average, Range and Control charts for Attributes. Acceptance Sampling Plans - ISO 9000-2000 clauses & coverage. Productivity - measurement & improvement of productivity.

#### **UNIT-V**

**MATERIALS MANAGEMENT:** Inventory control - Techniques– ABC, VED and FNSD analysis - Costs Associated with Inventory - Economic Order Quantity - Material Requirement Planning - Just in Time Production - Value Analysis.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **TEXT BOOKS**

1. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
2. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012

3. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
4. Alan Muhlemann, JohnOakland,jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013

## **REFERENCES**

1. Gagan Deep & Mandeep: “**Production and operations Management**”, Kalyani publishers, New Delhi, 2010
2. Upendra Kachru: “**Production and Operations Management**”, Excel Books, New Delhi, 2013.
3. L.C. Jhamb: “**Production and Operations Management**”, Everest Publishing House, New Delhi, 2013.
4. Kaushal: “**Case Studies solutions in Production and Operations Management**”, MacMillan, New Delhi, 2012.
5. P.Ram Murthy: “**Production and Operations Management**”, New Age International Publishers, New Delhi, 2009.

<b>SEMESTER-II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB2T05: RESEARCH METHODOLOGY FOR MANAGERS</b>				

### **UNIT-I**

**INTRODUCTION:** Nature and Importance of Research - Role of Business Research - Aims of social research - Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Research Design.

### **UNIT-II**

**DATA COLLECTION:** Primary data and Secondary data - Tools and Techniques of Collecting Data. Methods of Collecting Data - Determination of sample size and sampling procedures and techniques - Personal Interviews -Telephone Interviews - Principles of good interview - Designing of Questionnaire - Self-administered questionnaires - the nature of field work management.

### **UNIT-III**

**SURVEY RESEARCH AND DATA ANALYSIS:** Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Data processing - Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

### **UNIT-IV**

**TESTING OF HYPOTHESIS:** Tests of Hypothesis - Introduction to Null hypothesis Vs. Alternative hypothesis, Parametric Vs. Non-parametric tests - Procedure for testing of hypothesis - Tests of significance for small samples –Application - T-test - Chi Square test.

### **UNIT-V**

**DATA ANALYSIS TECHNIQUES:** Univariate and Bivariate Analysis - Tests of differences - T-test for comparing two means and z-test for comparing two proportions - Nature of multivariate analysis - Classifying Multivariate Techniques - Analysis of Dependence - Analysis of Interdependence and ANOVA for Complex Experimental Designs. (Using SPSS)

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. CR Kothari: “**Research Methodology**”, Himalaya Publishing House, Mumbai.
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.

## **REFERENCES**

1. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi.
2. M.V.Kulkarni: “**Research Methodology**” , Everest Publishing House, New Delhi, 2010.
3. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011
4. Ranjit Kumar: “**Research Methodology**”, Pearson,New Delhi,2012
5. Deepak Chawla , Neena Sondhi: “**Research Methodology, Concepts and Cases**” Vikas Publishing House, New Delhi, 2011.
6. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

<b>SEMESTER-II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB2T06: BUSINESS ETHICS AND CORPORATE GOVERNANCE</b>				

#### **UNIT-I**

**BUSINESS ETHICS:** Values and Ethics- Importance -Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

#### **UNIT-II**

**IMPACT OF GLOBALIZATION ON INDIAN BUSINESS ETHICS:** Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers

#### **UNIT-III**

**ETHICS IN MARKETING, HRM AND FINANCE:** Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy- Ethics in HRM & Finance – Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

#### **UNIT-IV**

**CORPORATE GOVERNANCE:** An overview – Theory and Practice of Governance- Cadbury Report-KMB Report- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives.

#### **UNIT-V**

**CORPORATE GOVERNANCE INDIAN SCENARIO:** Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and Responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “**Cases in Business Ethics**”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.

## **REFERENCES**

1. A.C.Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.
2. H.C.Mruthyunjaya: “**Business Ethics and Value Systems**”, PHI Learning, New Delhi, 2013.
3. U.C Mathur: “**Corporate Governance Business Ethics; Text and Cases**”, MacMillon, New Delhi, 2012.
4. Bob Tricker: “**Corporate Governance**”, Oxford University Press, New Delhi, 2010.
5. Sisir Mazumder: “**Values and Ethics in Profession**”, Everest Publishing House, New Delhi, 2013.

<b>SEMESTER-II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB2T07: ORGANISATIONAL BEHAVIOUR &amp; CHANGE MANAGEMENT</b>				

### **UNIT-I**

**INTRODUCTION:** Introduction to OB – Definition – Nature – Scope - Environmental and Organizational Context - Impact of IT - Globalization Diversity – Ethics – Culture - Reward Systems and Organizational Design on OB.

### **UNIT-II**

**FOUNDATIONS OF INDIVIDUAL BEHAVIOR:** Values – Attitude - Job Satisfaction – Personality - Perception and Emotions - Group Dynamics - Creativity And Group Decision Making - Team Vs Group.

### **UNIT-III**

**ORGANIZATIONAL CONFLICTS:** Concept - Causes and Consequences - Conflict and Negotiation - Emotional Intelligence - Inter Group Behavior and Collaboration

### **UNIT-IV**

**ORGANIZATIONAL CHANGE:** An Overview of Organizational Change - Effectiveness and Development - Skills of Change Agent - Change Process - Resistance to Change and Organizational Development.

### **UNIT-V**

**ORGANIZATIONAL CULTURE:** Creating an Ethical Organization - Stress – Types - Managing Stress - Organizational Effectiveness.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **TEXT BOOKS**

1. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
2. Udai Pareek, Organizational Behaviour, Oxford University Press.
3. Anderson, AH and Barker D: Effective Enterprise and Change Management, Oxford Blackwell Publishers Ltd., 1996.
4. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai

## **REFERENCES**

1. Robbins S.P.: Organizational Behaviour, Prentice Hall of India, New Delhi.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organizational Behaviour, Vikas, ND
5. RK.Suri, Organizational Behaviour, Wisdom Publication
6. Neeraj Kumar, Organisational Behaviour, Prentice Hall

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB3T01: BUSINESS POLICY AND STRATEGIC MANAGEMENT</b>				

#### **UNIT-1**

**INTRODUCTION TO STRATEGIC MANAGEMENT:** Importance and Objectives – Business Policy and Strategic Management - Strategic Management Model & Process – Business Ethics and Strategic Management.

#### **UNIT-II**

**BUSINESS VISION, MISSION, OBJECTIVES:** Characteristics of Mission Statement  
Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies-  
Michael Porter Generic Strategies & BCG Matrix.

#### **UNIT-III**

**STRATEGY FORMULATION PROCESS:** Environmental Analysis – External and internal analysis – Industry analysis – Strategic analysis and choice – Input stage – Matching stage – Decision stage – Cultural aspects of strategy choice- Balanced Score Card.

#### **UNIT-IV**

**STRATEGY IMPLEMENTATION:** The Nature of Strategy Implementation-Resource Allocation – Strategy and Structure – Creating Supportive Culture – Implementing strategies in functional areas- Organizational values and their impact on strategy.

#### **UNIT – V**

**STRATEGY EVALUATION AND CONTROL:** The Nature of Strategy Evaluation – Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control – Mechanism for strategy Control- Strategic Surveillance- Strategy Audit.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **TEXT BOOKS**

1. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
2. Azar Kazmi, Strategic Management, Excel Books
3. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai
4. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
5. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND

## **REFERENCES**

1. Hugh McMillan- Strategic Management, Oxford University Press.
2. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
3. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall of India.
4. Mathur U.C. Strategic Management, Macmillan.
5. Gupta, Strategic Management, Prentice Hall of India.
6. Vijaya kumar .P Hitt ASM Cengage learning, New Delhi,2010
7. Apparao,Parvatheswar rao, Siva Rama Krishna, Strategic management and Business policy, Excel books, New Delhi,2012
8. R.Srinivasan - Strategic management PHI learning, New Delhi, 2012.

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB3T02: BUSINESS LEGISLATION</b>				

#### **UNIT -I**

**IMPORTANCE OF COMMERCIAL LAW:** The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration –Free Consent –Legality of Object –Performance of a Contract – Discharge of Contract – Breach of Contract and Remedies.

#### **UNIT -II**

**SALE OF GOODS ACT:** Distinction between Sale and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986 and 2002 - Consumer Rights –Machinery for Redressal of Consumer Grievances - Information Technology Act 2000 and Cyber Laws.

#### **UNIT -III**

**CONTRACT OF AGENCY:** Kinds of Agents Creation of Agency- Duties and Rights of Principal and Agents- Principal’s Liability for the Acts of the Agent-Liability of Agent – Termination of Agency. Negotiable Instruments Act, 1881- Kinds of Negotiable Instruments and Endorsement- Presentation and discharge of Negotiable Instrument.

#### **UNIT-IV**

**INDIAN PARTNERSHIP ACT, 1932:** Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

#### **UNIT -V**

**COMPANY ACT 1956:** Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares – Duties of Directors-Winding up of Companies.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. S.S.Gulshan, G.K.Kapoor: “Business Law Including Company Law”, New-Age Publishers, New Delhi, 2011
2. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013
3. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012
4. S.S Gulshan: “Business Law”, Excel Books, New Delhi, 2012

## **REFERENCES**

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010
3. P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013
4. Daniel Albuquerque: “Legal Aspects of Business”, Oxford University Press, New Delhi, 2013
5. Tejpal Sheth: “Business Law”, Pearson, New Delhi, 2012.
6. N.M.Vechalekar: “Business Law”, Everest Publishing House, New Delhi, 2011.

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB3T03: RETAIL MANAGEMENT</b>				

#### **UNIT-I**

**INTRODUCTION TO RETAILING:** Retail Development – Types and functions of Retailers – Multi channel retailing Organized retailing in India – Special characteristics of retailing Services retailing- Trends in Retailing–Online Retailing–Legislation for Retailing in India.

#### **UNIT-II**

**RETAIL STRATEGY:** Market Strategy, Consumer Buying Behavior – Retail format and target market – Building sustainable competitive advantage – Growth strategies – Strategic retail planning process.

#### **UNIT-III**

**RETAIL LOCATION:** Types, location opportunities –Store location and Site analysis - Financial strategy – Strategic profit model – Setting and measuring performance objectives.

#### **UNIT-IV**

**STORE LAYOUT AND DESIGN:** Store operations, gaining competitive advantage through HRM, motivating retail employees, Building commitment and inventory management- Merchandise planning and control, Buying merchandise – Developing assortment plan.

#### **UNIT-V**

**RETAIL PRICING STRATEGY, CATEGORY MANAGEMENT, CUSTOMER SERVICES:** Retail branding- International retailing – Promotional strategies – Advertising, Sales promotion, Store atmosphere.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **TEXT BOOKS**

1. Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
2. Gibson G Vedamani, “Retail Management”, Jaico Publishing House, New Delhi.
3. Dunne: “Introduction to Retailing”, Cengage Learning, New Delhi, 2013
4. Sivakumar, A, “Retail Marketing”, Excel Books, New Delhi, 2007

5. Sheikh and Kaneez Fatima, "Retail Management", Himalaya Publishing House, Mumbai, 2012

#### **REFERENCES**

1. A.J. Lamba:" The Art of Retailing", Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
2. Berman Barry, Joel R. Evans and Mini Mathur, "Retail Management-A Strategic Approach", Pearson Education, New Delhi, 2011.
3. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:"Retail Management", Oxford University Press, New Delhi, 2012.
4. Dr.A.Musthaffa "Retail Management", Himalaya publishing house.

## MARKETING- ELECTIVE-I

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB3TE1: CONSUMER BEHAVIOUR &amp; CUSTOMER RELATIONSHIP MANAGEMENT</b>				

### UNIT-I

**INTRODUCTION TO CONSUMER BEHAVIOR:** Meaning, Nature, Scope of Consumer Behavior, - Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behaviour, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Family Decision Making model

### UNIT-II

**DETERMINANTS OF CONSUMER BEHAVIOUR:** Consumer Motivation, Perception, Personality and Behaviour, Learning and Behaviour Modification, Information Processing, Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

### UNIT-III

**CONSUMER DECISION MAKING:** Consumer Decision Making Processes High and Low Involvement, Pre-Purchase processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.

### UNIT-IV

**CUSTOMER RELATIONSHIP MANAGEMENT:** Elements of CRM- CRM Process – Importance of CRM- Planning and Managing CRM Programme, Concept of Customer loyalty –Customer Value assessment

### UNIT-V

**CUSTOMER RETENTION STRATEGIES:** CRM in services, E-CRM. Customer relationship Survey Design –Statistical Analysis of Customer surveys- Using Customer relationship surveys – Using Customer relationship Survey results.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. Schiffman & Kanuk ,Consumer Behaviour
2. David L Loodon and Albert J Della Bitta,Consumer Behaviour, 4/e, TMH,
3. Kazmi: Consumer behaviour Excel publishers
4. Hawkins Best coney: Consumer behaviour Building marketing strategy, Tata Mc graw hill
5. Ramanuj Majumdar: “Consumer Behaviour insight from Indian Market”, PHI Learning, New Delhi, 2011.

## **REFERENCES**

1. Ramneek Kapoor,Nnamdi O Madichie: “Consumer Behaviour Text and Cases”,TMH, New Delhi,2012.
2. H .peer Mohammed: CRM, Vikas.
3. 7.Anderson “CRM”Tata Mc Graw hill 2002.
4. 8.Mukesh Chaturvedi and Abhivan Chaturvedi : CRM An Indian Perspective Excel books.

## MARKETING- ELECTIVE-II

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<b>PGMB3TE2: ADVERTISING AND BRAND MANAGEMENT</b>				

### UNIT-I

**ADVERTISING IMPORTANCE:** Changing concept and Role of Advertising in a Developing Economy- Types of Advertisements: Consumer, Industrial, Institutional, Retail, Trade and Professional – Role of Advertisement in Promotion mix.

### UNIT-II

**ORGANIZING FOR ADVERTISING:** Advertising Department and Advertisement Manager, Objectives and Functions – Role of advertisement agencies – Functioning of Advertisement Agencies. Advertising agency skills and services – Client Agency Relationship.

### UNIT-III

**PLANNING FOR ADVERTISEMENT:** Visual layout, Art work, Effective use of words – Advertisement effectiveness: Pre-testing, post -testing, Experimental designs, Advertisement budgets: Types, determining optimal expenditure, Decision models: Sales response and Decay, Communication, state, Competitive share.

### UNIT-IV

**ADVERTISEMENT MEDIA:** Characteristics, Media selection, Media scheduling, Media research- Sources of themes: Adapting presentation to medium campaign, USP, Brand image, Positioning, Purchase proposition and Creative interpretation, Insertions, Contract.

### UNIT-V

**BRAND MANAGEMENT:** Concept of Brand- Brand Evaluation –Brand Positioning – Brand and consumers – Brand equity – Brand Inside and Outside -Brand Extensions – Brand over Time – Stages of Brand Management –Challenges of Brand management – Brand Revitalization and Elimination – Brand valuation Process and Methods.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. Advertising Management by David Aaker & Myers
2. Sangeetha Sharma: Advertising, PHI Learning, New Delhi, 2009
3. S.A.Chunawalla: Foundations of Advertising, Himalaya Publishing House, New Delhi, 2010
4. S.L.Gupta: Brand Management, Himalaya Publishing House, New Delhi, 2010
5. YLR Moorthy: Brand Management, Vakas Publishing House, New Delhi, 2009
6. Brad Van Auken: Branding, Jaico Publishing House, New Delhi, 2010

## **REFERENCES**

1. Larry Percy: Strategic Advertising Management, Oxford University Press, New Delhi, 2009
2. Shah, Alan D Souza: Advertising and Promotion, TMH, New Delhi, 2009
3. Ronald Lane: Advertising Procedure, Pearson Education, New Delhi, 2008
4. Richard Elliott: Strategic Brand Management, Oxford University Press, New Delhi, 2008
5. Shhkazmi: Advertising and sales promotion, Excel Books, New Delhi, 2010
6. Helen Edwards: Creating Passion Brands, Kogan Page Publication, New Delhi, 2010
7. Shimp: Advertising and Promotion, Cengage Learning, New Delhi, 2008

## FINANCE ELECTIVE-I

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB3TE3: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>				

### UNIT-I

**CONCEPT & ANALYSIS OF INVESTMENT:** Definition of Investment-Financial and Economic meaning of Investment - Real investment vs. Financial investment, Investment vs. Speculation vs. Gambling- Types of investors-Investment Avenues- Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. Macro-economic, Industry and Company Analysis.

### UNIT-II

**PORTFOLIO THEORY:** Concept of Risk - Elements of Risk- Measurement of Risk and Returns, Calculation of Expected Return and Standard Deviation of Return-Portfolio analysis: Expected return of Portfolio – Risk – Measurement and Analysis, Mean – Variance approach.

### UNIT-III

**EQUILIBRIUM IN CAPITAL MARKET:** The Capital Asset Pricing Model, Capital Market Line (CML), Security Market line (SML) Over-pricing and Under-pricing securities. Single-index model, Arbitrage Pricing theory. Bond Analysis: Bond returns-YTM-YTC-Bond prices-Bond duration.

### UNIT-IV

**EQUITY VALUATION MODELS:** Balance sheet valuation- Dividend Discount Models, Intrinsic Value and Market Price, Earnings Multiplier Approach, P/E ratio, Price/ Book value, Price/Sales ratio, Economic value added (EVA).

### UNIT-V

**MUTUAL FUNDS AND PORTFOLIO EVALUATION:** Concept-Features- Types and Schemes- NAV- Costs- Loads-Return of Mutual Funds- Problems and prospects in India- Performance Measures: Sharpe's Reward to Variability Index- Treynor's Reward to Volatility Index-Jensen's Differential Index.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



## **TEXT BOOKS**

1. S. Kevin: Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009.
2. Preeti Singh, "Investment Management", Himalaya Publishing House. New Delhi
3. V.K. Bhalla: "Fundamentals of Investment Management", S.Chand, New Delhi, 2013
4. Punithavathy Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi, 2009

## **REFERENCES**

1. Robert A Strong: Portfolio Management, Jaico Publishing House, New Delhi, 2001
2. Sudhendra Bhat: Security Analysis Portfolio Management, Excel Books, New Delhi, 2009.
3. Shashi K Gupta: Security Analysis Portfolio Management, Kalyani Publishers, New Delhi, 2010.
4. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, Prentice Hall, 2002.
5. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
6. Ranganatham: Investment Analysis and Portfolio Management Pearson Education.

## **FINANCE ELECTIVE-II**

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB3TE4: FINANCIAL MARKETS, INSTITUTIONS AND SERVICES</b>				

### **UNIT-I**

**INDIAN FINANCIAL SYSTEM:** Structure of Financial System-Role of Financial System in Economic Development-Financial Markets and Instruments-Capital Market-Money Market – Role of SEBI-Functions of Stock Markets-Regulation-Listing-Formalities- Stock exchanges-organization and functioning depositories, securitization.

### **UNIT-II**

**FINANCIAL AND BANKING INSTITUTIONS:** Development Banking Institutions – Objectives, operations, Schemes of financing – Investment policy – Portfolio management and Resource mobilization efforts of IDBI, IFCI, ICICI, IRBI, NABARD, SIDBI, and EXIM Bank.

### **UNIT-III**

**NBFC'S:** Evolution - RBI Guidelines – RB I regulation of Bank Credit, Micro Finance: Meaning – Players, Development, Organization - Functioning in Indian Context.

### **UNIT-IV**

**FINANCIAL SERVICES:** Asset or Fund based Financial Services-Lease Finance, Consumer Credit and Hire Purchase finance, Factoring & Forfeiting, Bill discounting, Housing Finance, Venture Capital Financing. Fee based/Advisory Services: Stock broking, Credit rating Agencies: CRISIL, CARE & ICRA.

### **UNIT-V**

**MERCHANT BANKING:** Merchant Banker – Categories - Functions and Activities-Underwriting-Bankers to an issue. Debenture trustees - Portfolio managers- The Regulatory Framework: Role of SEBI in the Regulation of Primary and Secondary Markets. Debt Securitization - Concept and application - De -Mat Services and Operations - Role of NSDL and CSDL.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



## **TEXT BOOKS**

1. Clifford Gomez: Financial Markets, Institutions and Financial Services, PHI Learning, New Delhi, 2009
2. A Manual of Merchant Banking by J.C.Verma
3. Bharti V Pathak: The Indian Financial System, Pearson Education, New Delhi, 2010
4. Bhole : Financial Institutions and Markets, TMH, New Delhi, 2009
5. M.Y.Khan , Financial Services, Tata McGraw-Hill, New Delhi, 2004

## **REFERENCES**

1. R.Shanmugham: Financial Services, Wiley India, New Delhi, 2010
2. Harsh V.Verma, Marketing of Services, Global Business Press, 2002
3. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi, 2009
4. Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston, 2001.
5. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd. 2002.
6. Erich A Helfert: Financial Analysis, Jaico Publication House, New Delhi, 2006

## **HR ELECTIVE-I**

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB3TE5: MANAGEMENT OF INDUSTRIAL RELATIONS</b>				

### **UNIT-I**

**INDUSTRIAL RELATIONS:** Concept Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

### **UNIT-II**

**TRADE UNIONS ACT 1926:** Trade Union Structure and Movement in India-Employee Association – Changing Role in the Context of Liberalization

### **UNIT-III**

**PROMOTION OF HARMONIOUS RELATIONS:** A Machinery for Prevention and Settlement of Industrial Disputes – ID Act 1947-Conciliation – Arbitration and Adjudication – Code of Discipline,

### **UNIT-IV**

**GRIEVANCES AND DISCIPLINE:** Grievances Redressal Machinery Discipline in Industry \_ Measures for dealing with Indiscipline- Standing orders Act, 1946.

### **UNIT-V**

**COLLECTIVE BARGAINING (CB):** CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **TEXT BOOKS**

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.

## **REFERENCES**

1. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
2. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
3. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
4. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
5. Mamoria “Dynamics of Industrial Relations, Himalaya Publishing house, New Delhi.
6. Arun Monappa - Industrial Relations, Excel books New Delhi.

## HR ELECTIVE-II

<b>SEMESTER-III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>PGMB3TE6: COMPENSATION AND WELFARE MANAGEMENT</b>				

### UNIT-I

**EMPLOYEE COMPENSATION:** Meaning and Scope - Factors Influencing Compensation Plan and Policies – Principles of Wage and Salary Administration – Wage as a Motivator – Methods of Wage Fixation – Factors Influencing Wage and Salary Determination- New trends in Compensation management at National& International level.

### UNIT-II

**JOB EVALUATION:** Methods – Performance and Reward Systems – Methods of Wage Payment – Incentive Plans – Wage Differentials – Minimum Wages Act, 1948-The Payment of Wages Act 1936.

### UNIT-III

**EMPLOYEE WELFARE:** Concept, Scope and Significance – Welfare Policy and Five-Year Plans – Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies.

### UNIT-IV

**EMPLOYEE WELFARE PROGRAMMES:** Statutory and Non-Statutory – Intra Moral, Extra Moral – Social Security – Social Assistance and Social Insurance- Factories Act 1948 Health, Safety, Welfare activities- ESI

### UNIT-V

**LABOUR WELFARE ADMINISTRATION:** Plant Level, State and Central Levels – Labour Welfare Officer – Role, Status and Functions.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### TEXT BOOKS

1. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
2. Thomson, R and Mabey, C. Developing Human Resources, Oxford, Butterworth Heinemann.
3. Hendorson, Richard I. Compensation Management: Rewording Performance, Englewood Cliffs, Prentice Hall of India.

### REFERENCES

1. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

2. Aspects of Labour Welfare & Social security, A .M. Sharma Himalaya Publications

<b>SEMESTER-IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB4T01: LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>				

**UNIT-I**

**INTRODUCTION TO LOGISTICS & SUPPLY CHAIN:** Objectives-Importance - Process - View of supply chain-Integrated supply chains - Models in Logistics Management - Logistics to Supply Chain Management - Focus areas in Supply Chain Management.

**UNIT-II**

**LOGISTICS AND COMPETITIVE STRATEGY:** Competitive advantage - Gaining Competitive advantage through logistics - Competitive performance - Customer service and retention - Basic service capability - Value added services.

**UNIT-III**

**LOGISTICS AND SUPPLY CHAIN RELATIONSHIPS:** Benchmarking the logistics process and SCM operations – Mapping the supply chain processes - Supplier and distributor benchmarking –Setting benchmarking priorities-Identifying logistics performance indicators– Channel Structure-Economics of distribution – Channel Relationships – Logistics service alliances – CRM - Internal Supply Chain Management.

**UNIT-IV**

**SOURCING, TRANSPORTING AND PRICING PRODUCTS:** Sourcing decisions and Transportation in supply chain - Infrastructure suppliers of transport services - Transportation economics and pricing - Documentation - Pricing and Revenue management - Lack of coordination and Bullwhip Effect - Impact of lack of coordination.

**UNIT-V**

**MANAGING GLOBAL LOGISTICS AND GLOBAL SUPPLY CHAINS:** Logistics in a Global Economy - Views of global logistics - Global operating levels - Interlinked global economy - The global supply chains - Global supply chain business processes – Global strategy – Global purchasing -Global logistics - Channels in Global logistics – Global alliances – Issues and Challenges in Global Supply Chain Management.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



## **TEXT BOOKS**

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011

## **REFERENCES**

1. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
2. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
3. R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.
4. Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi, 10.S K Battacharya: “Logistics Management”, S.Chand New Delhi, 2013.
5. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, NewDelhi, 2012.

<b>SEMESTER-IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>PGMB4T02: ENTREPRENEURSHIP &amp; SMALL BUSINESS MANAGEMENT</b>				

#### **UNIT-I**

**ENTREPRENEURSHIP MEANING & IMPORTANCE:** The concept of Entrepreneurship - Types of Entrepreneurs - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship -Ethics and Social Responsibilities of Entrepreneurs.

#### **UNIT-II**

**ENTREPRENEURSHIP TRAINING & DEVELOPMENT:** Importance of Entrepreneur Training - Designing Appropriate Training Programme to Inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs-Feedback and Performance of Trainees.

#### **UNIT-III**

**ENTREPRENEURIAL DEVELOPMENT AND ROLE OF INSTITUTIONAL FRAMEWORK:** Policy Framework for Entrepreneurship Development - Role of Government, IDBI, NIESBUD, SISI, DIC, Financial Institutions, Commercial Banks - Entrepreneurial Development Institutes -Universities and other Educational Institutions offering Entrepreneurial Development Programme.

#### **UNIT-IV**

**CHALLENGES AND SICKNESS IN MSMES:** Sickness in small industries - Causes and Remedies –Challenges - Women Entrepreneurship - Role & Importance, Profile of Women Entrepreneur, Problems of Women Entrepreneurs and Women Entrepreneurship Development in India.

#### **UNIT-V**

**PLANNING AND EVALUATION OF PROJECTS:** The Process and Steps for Setting up MSMEs -Identification and Selection - Factors inducing growth - Project Feasibility Study - Post Planning of Project - Project Planning and Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. Vasanth Desai, "Entrepreneurship" Himalaya Publishing House, New Delhi, 2012
2. Arya Kumar: "Entrepreneurship", Pearson, Publishing House, New Delhi, 2012.
3. VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, New Delhi,
4. K.Ramachandran: "Entrepreneurship Development", TMH, New Delhi, 2012

## **REFERENCES**

1. B.Janakiram, M Rizwana: "Entrepreneurship Development" Excel Books, New Delhi, 2011
2. Rajeev Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012
3. P.C.Shejwalkar: "Entrepreneurship Development", Everest Publishing House, New Delhi, 2011
4. Manjunatha, Amit Kumar Goudar: "Management and Entrepreneurship" University Science Press, New Delhi, 2011
5. Eric A Morse, Ronald K Mitchell: "Cases in Entrepreneurship", SAGE Publication, New Delhi, 2011

### HR ELECTIVE-III

<b>SEMESTER-IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB4TE5: PERFORMANCE MANAGEMENT AND COUNSELLING</b>				

#### **UNIT-I**

**INTRODUCTION TO PERFORMANCE MANAGEMENT:** Definition – Importance – Scope - Objectives and Dimensions of Performance Management - Clarity of Roles and Functions - Performance Targets.

#### **UNIT-II**

**PERFORMANCE ANALYSIS:** Objectives - Factors Influencing Performance Analysis - Methods of Appraisal Systems - Performance management System - Reward based Performance management system.

#### **UNIT -III**

**PERFORMANCE REVIEW & COUNSELING (PRC):** Objectives – Process - Conditions for Effective PRC - Performance Monitoring & Counseling.

#### **UNIT-IV**

**HRM AND PERFORMANCE MANAGEMENT:** Need - Identification for Training and Development - Rewards and Recognition - Building & Leading High-Performance teams.

#### **UNIT-V**

**MODERN PERFORMANCE MANAGEMENT PRACTICES:** 360 - Degree Appraisal - Assessment Centre- Potential Appraisal - Balanced Score Card – MBO – BARS.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books.
2. G.K.Suri: Performance Measurement and Management, Excel Publications.
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. Cynthis D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, “Human Resource Management”, Biztantra, New Delhi.

## **REFERENCES**

1. D.K.Srivastava: Strategies for Performance Management, Excel Publications.
2. R.K. Sahu: Performance Management System, Excel Publications.
3. Chadha-Performance Management, MacMillan.
4. Kanishka Bedi-Quality Management, Oxord.
5. BD Singh Performance management system Excel books New Delhi-2010

## **HRM ELECTIVE-IV**

<b>SEMESTER-IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>PGMB4TE6: GLOBAL HUMAN RESOURCE MANAGEMENT</b>				

### **UNIT-I**

**INTRODUCTION TO GLOBAL HRM:** A Global HR Perspective in New Economy - Challenges of Globalization Implications of Managing People and Leveraging Human Resource -Conflicts - Strategic role of International HRM - Global HR Planning-Staffing policy.

### **UNIT-II**

**MANAGING INTERNATIONAL ASSIGNMENTS:** Significance - Recruitment & Selection methods - Training & Development - Performance Appraisal - Positioning Expatriate – Repatriate - Factors of Consideration - Strategies – International Labour Relations.

### **UNIT-III**

**CROSS CULTURE MANAGEMENT:** Importance - Concepts and issues -Theories - Considerations- Problems – Skill building methods - Cross Culture Communication and Negotiation - Cross Culture Teams.

### **UNIT-IV**

**COMPENSATION MANAGEMENT:** Concept - Importance - Trends – Issues – Methods - Factors of Consideration – Models - Incentive methods - Global Compensation implications on Indian systems-Performance Management.

### **UNIT-V**

**GLOBALIZATION AND HRD PRACTICES:** Strategic Advantages through HRD - Measures for creating global HRD Climate - Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity - Challenges in creation of New Jobs through Globalization.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



## **TEXT BOOKS**

1. Peter Dowling: “International Human Resource Management”, Cengage Learning, 2012
2. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
3. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
4. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.

## **REFERENCES**

1. Tony Edwards :”International Human Resource Management”, Pearson Education, New Delhi, 2012
2. Charles M Vance: “Managing a Global Work Force”, PHI Learning, New Delhi, 2009.
3. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.
4. S.C.Gupta: “International Human Resource Management Text and Cases”, MacMillan, New Delhi, 2012.
5. Dave Ulrich, Jon Younger: “Global HR”, TMH, New Delhi, 2013

## FINANCE - ELECTIVE - III

<b>SEMESTER-IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>PGMB4TE3: FINANCIAL RISK MANAGEMENT</b>				

### UNIT-I

**INTRODUCTION TO RISK MANAGEMENT:** Concept and Nature of risk - Possible Risk events and risk indicators - Risk Management Process: Pre-requisites and fundamentals - Misconceptions of risk - Types of risk: Product market risk and capital market risk - Risk Reporting process—Internal and External.

### UNIT-II

**MEASUREMENT AND MANAGEMENT OF RISK:** Value at Risk (VaR): The concept - Stresses testing - Back testing. Cash flow at risk (CaR) - Non-Insurance methods of Risk management: Risk Avoidance, Loss Control, Risk retention and Risk transfer - Capital adequacy ratio - Management of Interest Rate Risk, Liquidity Risk, Credit Risk and Exchange Rate Risk.

### UNIT-III

**DERIVATIVES - FORWARD & FUTURE CONTRACTS:** The concept and importance of Derivatives - Types of Derivatives- Role of Derivative securities - Players in the stock/ Derivative Market: Individuals, Speculators, Hedgers, Arbitrageurs and other participants in Derivatives Market.

*Forward contracts:* Definition - Features and profile of Forward Contract - Valuation of forward contracts. *Futures contracts:* Definition of future contracts - Clearing House - Margin requirements - Valuation of futures contracts.

### UNIT-IV

**DERIVATIVES - SWAPS:** Definition – Features - Types of Swaps - Interest rate swaps, Currency swaps - Mechanics of Interest rate swaps - Valuation of interest rate Swaps - Currency Swaps: Definition - Features - Types of Currency Swaps - Valuation of currency swaps.

### UNIT-V

**DERIVATIVES - OPTIONS:** Definition - Types of options: Call option, Put option, American Option and European Option - Option Premium - Intrinsic value and Time value of options - Pricing of call and put options at expiration and before expiration - The Binomial Option Pricing Model (BOPM).

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Naidu.BVR, Venkateswarlu.Ch., Himalaya Publication, New Delhi.
2. Dun and Bradstreet: “Financial Risk Management”, TMH, Delhi. 2011
3. Paul Hopkins, Kogan Page: “Fundamentals of Risk Management”, Institute of Risk Management. 2010,
4. Jayanth Rama Varma: “Derivatives and Risk Management”, TMH, 2012

**REFERENCES**

1. Rajiv Srivastava:”Derivatives Valuation and Risk Management”, Oxford University Press.2012
2. John C. Hull & Sankarshan Basu, “Options, Futures and Other Derivatives”, Pearson Education.
3. Taxmann: “Theory and Practice of Treasury and Risk Management in Banks”, Indian Institute of Banking and Finance, March 2006,

## FINANCE ELECTIVE - IV

SEMESTER-IV	L	T	P	C
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<b>PGMB4TE4: INTERNATIONAL FINANCIAL MANAGEMENT</b>				

### UNIT-I

**INTERNATIONAL FINANCIAL SYSTEM:** Evolution of International Financial System - Bretton woods system - Types of Exchange Rate System- International financial markets - Global financial institutions–IMF - Bank for International Settlement - International Banking, International Financial Instruments

### UNIT-II

**FOREIGN EXCHANGE MARKET AND INTERNATIONAL PARITY RELATIONSHIPS:** Structure and Participants in foreign exchange market - Quotes in Spot market and Forward market - Triangular arbitrage; Currency derivatives – FEMA-BOP- Structure, Measures, Capital account convertibility, Parity Conditions; PPP theory, Interest Rate Parity theory, International Fisher Effect.

### UNIT-III

**FOREIGN DIRECT INVESTMENT:** FDI and motives- FDI theories-Theory of Comparative Advantage- OLI paradigm of FDI in India- Modes of foreign Investment- Evaluation of overseas investment proposal using APV; Financial goals of MNC- International Cash Management- Multinational Capital structure decision- Cost of capital -International Portfolio Diversification.

### UNIT-IV

**RISK MANAGEMENT IN MULTINATIONAL CORPORATIONS:** Types of risk- Currency risk- Transaction exposure- Translation exposure- Economic exposure - Interest rate risk- Country risk assessment-Management of Foreign Exchange Exposure

### UNIT-V

**INTERNATIONAL TAX ENVIRONMENT:** Bases of International Tax system - Types of taxes- Tax havens - Modes of double taxation relief-Taxation of foreign source income in India -Transfer pricing (TP) and tax planning- TP rules in India.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## **TEXT BOOKS**

1. Vyuptakesh Sharan: International Financial Management- PHI Learning- New Delhi-2010..
2. Thomas J O'Brien: International Finance- Oxford University Press- New Delhi- 2009.
3. P.G.APTE: International Financial Management- TMH- New Delhi- 2009
4. Shailaja G: "International Finance"- Universities Press(India) Privte Limited- Hyderabad- 2008

## **REFERENCES**

1. David K. Eiteman- Arthur I.Stonehill and Michael H.Moffeth- Multinational Business Finance 10th edition- Pearson Education 2004.
2. P.K Jain- Josette Peyrard and Surendra S. Yadav- International Financial Management- Macmillan Publishers- 2001.
3. Alan C Shapiro: Multinational Financial Management- Wiley India- New Delhi- 2010
4. R.M.Srivastava: Multinational Financial Management- Excel Books- New Delhi- 2008
5. V.A. Avadhani: International Financial Management- Himalaya Publishing House- New Delhi- 2009

## MARKETING ELECTIVE - III

<b>SEMESTER-IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>PGMB4TE1: SERVICES MARKETING</b>				

### UNIT-I

**INTRODUCTION TO SERVICES MARKETING:** Services in the modern economy- Classification of services- Marketing Services Vs. Physical Services- Services as a System - Creating value in a competitive market- Positioning services in the market - Value addition to the service product Planning and Branding Service Products - New Service Development – Process and Stages – The Marketing Planning Process.

### UNIT-II

**RELATIONSHIP MARKETING:** Relationship Marketing- The Nature of Service Consumption- Understanding Customer needs and expectations- Strategic responses to the Intangibility of Service Performances.

### UNIT-III

**SERVICE MARKET SEGMENTATIONS:** The process of market segmentation - Selecting the Appropriate Customer Portfolio - Creating and maintaining valued relations - Customer Loyalty.

### UNIT-IV

**PRICING STRATEGIES FOR SERVICES:** Service Pricing - Establishing Pricing Objectives - Pricing and Demand - Service Pricing Strategies.

### UNIT-V

**SERVICE PROMOTION & DELIVERY:** The role of Marketing Communication - Word of mouth Communication - Implication for communication strategies - Setting Communication Objectives - Marketing Communication mix - Planning and Managing Service Delivery - Creating delivery systems in Price, cyberspace and time.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



## **TEXT BOOKS**

1. Christopher Lovelock Service marketing -Pearson education- New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter: Service marketing- TATA Mc Graw Hill. New Delhi
3. Ram Mohan Rao- K: "Services Marketing"- Pearson Education- New Delhi- 2013.
4. Govind Apte: Services Marketing- Oxford University Press- New Delhi- 2010
5. S.M. Jha: "Services Marketing"- Himalaya Publishing House- 2011

## **REFERENCES**

1. Christian Gronroos: Service Management and Marketing- Wiley India- New Delhi- 2010
2. Nimith Chowdhary: "Marketing of Services"- MacMillan Publishers- New Delhi- 2009
3. John E.G. Bateson- K. Douglas Hoffman: "Services Marketing"- Cengage Learning- New Delhi- 2012.
4. Rajendra Nargundkar: Services Marketing- TMH- New Delhi 2011.

## MARKETING ELECTIVE-IV

<b>SEMESTER-IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>PGMB4TE2: GLOBAL MARKETING</b>				

### UNIT-I

**INTRODUCTION TO GLOBAL MARKETING:** Global Marketing Scope and Objectives –Need for international trade, Major Decisions in Global Business, Environmental Factors Effecting global Business-Economic Environment -Cultural Environment -Political Environment -Legal Environment -Regional Integration and Global Trade Protectionism – Special Economic Zones.

### UNIT-II

**PERSPECTIVES OF GLOBAL MARKETS AND STRATEGIES:** Global Marketing Research and Information – Organization for Global Market Research –Global Marketing Information System - Segmenting the Global Market-Segmentation Basis and Process-Global Markets and Criteria for Grouping Countries. Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian firms.

### UNIT-III

**GLOBAL MARKETING DECISIONS:** Product Policy and Planning - Global Pricing Decisions– Environmental influences on Pricing Decisions - Grey Market goods - Transfer pricing - Global Pricing - Policy Alternatives -Strategies - Global Channels of Distribution - Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediary.

### UNIT-IV

**GLOBAL ADVERTISING & SALES PROMOTION:** Multinational Sales Management and Foreign Sales Promotion –Conduct of International Trade fairs and Exhibitions.

### UNIT-V

**PLANNING AND CONTROL OF GLOBAL MARKETING OPERATIONS:** Organization and Control Process in Global Marketing-Marketing Planning and Strategy for Global Business.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



## **TEXT BOOKS**

1. Wahren J. Keegan : Global Marketing Management
2. Keifer Lee- Steve Carter- Global Marketing Management- Oxford University Press.
3. Vasudeva: International Marketing- Excel Publications
4. Saravanael. P: International Marketing.

## **REFERENCES**

1. Gillispe- International Marketing- Cengage- ND
2. Jean-Pierre Jennet & H. David Hennessey- Global Marketing Strategies- Wiley India- Delhi.
3. Dana-Nicoleta Lasca- International Marketing- Wiley India- New Delhi.
4. Varshney R.L. & Bhattacharya: International Marketing Management
5. Subhash C. Jain : International Marketing Management