

Minutes of the meeting of Board of Studies in Commerce and Business Administration (PG) held on 18-02-2006 (Saturday) at 11.30 AM in the Department of Commerce and Business Administration, Acharya Nagarjuna University.

Members Presenta:	Signature
1. Prof. T. Uma Maheswara Rao	Chairperson
2. Prof. G.N. Brahmanandam	Internal Member
3. Prof. K. Viyyanna Rao	“
4. Prof. V.V.L. Narasimha Rao	“
5. Prof. Noor Basha Abdul	“
6. Prof. N. Vijaya Ratnam	“
7. Dr. Dr. G.V. Chalam	“
8. Dr. P. Koteswara Rao	“
9. Prof. J.V. Prabhakara Rao	External Member
10. Prof. D.A.R. Subrahmanyam	Member from Affiliated College
11. Dr. L. Anuradha	Member from Affiliated College

Chairman, UG Board Studies  
In Commerce, Acharya Nagarjuna University

Resolved to thank Prof. K.V. Rao former Chairman, Board of Studies for his valuable services to the Board. Further, resolved to congratulate Prof. T. Uma Maheswara Rao on his becoming chairman, Board of Studies.

#### **RESOLUTIONS**

1. Resolved to limit the applicability of year-end examination system up to the academic year 2006-07 as a transitory period. Further, resolved to authorise the chairman, Board of Studies to decide, in consultation with the local members of the Board of studies, the paper equivalent to those candidates who will not be able to complete their examinations by the year 2006-07.
2. Resolved to authorize the chairman, Board of Studies to take up all the necessary steps for unitisation of the syllabi to be implemented from the academic year 2006-07.
3. Resolved to earmarking of the last unit of the syllabi for including “latest trends” in the concerned subjects.
4. Resolved to approve the changes proposed by Prof. G.N. Brahmanandam in the subjects “Business policy and strategic analysis”, in III Semester MBA and “Corporate

Evaluation and strategic management”, in IV Semester MBA to be implemented for the students admitted during the academic year 2005-06. Further, resolved to provide transitory period as per the rules of the University in vogue to those students admitted up to the academic year 2004-05.

5. Resolved to recommend to the University for appointing Prof. D. Dakshna Murthy, first and founder Professor of Department of Commerce and Business Administration, as Honorary Professor of the Department.
6. Resolved to fix M.Com/MBA as basic degree for becoming lecturers/Readers/Professors in MBA Programme from the academic year 2006-07, however, Dr. P. Koteswara Rao, Head of the Department, alone differed with the resolution.
7. Resolved to waive M.Phil. qualification as an eligible qualification for teachers of MBA programme to guide MBA project works with immediate effect. Further resolved to allow teachers who are selected by “properly constituted selection committee”, with two years of teaching experience to guide MBA project works.
8. Resolved to dispense with the “Industrial Tour” for MBA students with immediate effect. Further resolved to recommend six plant visits in the place of industrial tour during the first and second semesters of the programme.
9. Resolved to dispense the distance condition for doing MBA project work.

Resolved to conduct a workshop in the second week of march, 2006 for discussing the MBA and M.Com. Programme structure and syllabi. Further, resolved to authorise the chairman Board of Studies to organise the workshop by inviting local Board of Studies members and all the teachers who are teaching M.Com. and MBA in affiliated Colleges.

**M.B.A. 1<sup>st</sup> Semester**  
**BUS 1.1: MANAGEMENT PROCESS**

Unit – I:	INTRODUCTION: Management, Concept, Significance, Levels, Skills, Functions & Principles. Management as an Art, Science and Profession – Social responsibilities.
Unit – II:	PLANNING: Nature, Purpose, Process of Planning, Types of Plans – Premising – Types of Premises, Forecasting: Significance, Process and Environmental Forecasting; Decision Making: Concept, Types of Decisions, Steps in Decision Making Process, Rationality in Decision; Management By Objectives: Concepts, Process, Precondition.
Unit – III:	ORGANIZING: Nature, Purpose, Process; Formal and Informal Organizations, Distinctions; Organizational Structure: Significance, Principles of Organization; Departmentation: Importance-Methods of Departmentation; Span of Control; Concept, V.A. Graicuna's Theory; Factors Determining Span of Control; Delegation: Concept, Process, Advantages and Principles of Effective Delegation; Decentralization: Concept, When to Decentralize and How to Decentralize; Line and Staff: Concept-Reasons for Conflicts between Line and Staff and Measures to Overcome; Committees-Nature of Committees, Reasons for using Committees, Disadvantages, Conditions for Successful Operations of Committees.
Unit – IV	STAFFING: Nature and Importance of Staffing, Factors in Selecting Lower, Middle and Upper Level Managers, Skills and Personal Characteristics Needed by Managers. DIRECTING: Meaning, Assumptions of Human Behaviour, Theory X and Theory Y.
Unit – V	MOTIVATION: Theories of Maslow, Herzberg etc., McClelland, Alderfer, Vroom, Porter and Lawler; Leadership: Trait Approach to Leadership, Leadership Styles, Likert's Four Systems of Management, Managerial Grid; Communication: Importance, Process, Media, Channels, Barriers, Principles of Effective Communication. CONTROLLING: Basis Control Process, Pre-Requisites, Requirements of Adequate Control.

**Suggested Books:**

1. Koontz, H and Wihrich.H, *Management*, 10<sup>th</sup> ed., McGraw, New York 1995.
2. Stoner, J.etc., *Management*, 6<sup>th</sup> ed., Pearson Education, 1995.
3. Luthans.f. *Organizational Behaviour*, 7<sup>th</sup> ed., TMH 1995.
4. Robbins, S.P. *Organizational Behaviour*, 5<sup>th</sup> ed., Pearson Education, 2005.
5. Robbins, S.P. *Organizational Behaviour*, 7<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2003.
6. Singh, Dilip, *Emotional Intelligence at Work*, Response Books, Sage Publications, Delhi, 2001.
7. Staw, B.W. Psychological Dimensions of Organizational Behaviour, 2<sup>nd</sup> ed., Englewood Cliffs, PHI, 1995.
8. Jayanthi Mukherjee, *Management & Organisational Behaviour*, Excel Books, New Delhi, 2006.
9. Ricky W.Griffin, *Management 8<sup>th</sup> Edition (2005 Indian Adaptation)*, Wiley India, New Delhi.
10. John F.Wilson, *The Making of Modern Management*, Oxford University Press.
11. Bajaj, *Management Processing and Organisation*, Excel Books, New Delhi.

## BUS 1.2 QUANTITATIVE METHODS

- UNIT-I: PROGRESSIONS, LIMITS, DIFFERENTIATION AND INTEGRATION: Progression, A.P., G.P., Limits, Differentiation, Maxima and Minima of One variable (without trigonometry background) and Simple applications. Integration (without trigonometry background) and Simple applications.
- UNIT-II: BINOMIAL THEOREM AND PROBABILITY: Binomial theorem, Permutations, Combinations, Concept of Probability, Addition and Multiplication theorems of Probability, Baye's theorem and its applications.
- UNIT-III: THEORITICAL DISTRIBUTIONS: Binomial, Poisson and Normal distributions and their simple applications.
- UNIT –IV: TESTING OF HYPOTHESIS: Z-test, t-test and Chi-square test
- UNIT-V: CORRELATION, REGRESSION AND TIME SERIES: Simple Correlation, Rank Correlation and Simple Regression, Time Series, Components of Time Series, Measurement of Trend (Straight line by the method of Least Squares)

### Suggested Books:

1. K.V.Sivaiah & K.Satya Rao, *Business Mathematics*, S.Chand & Company, New Delhi.
2. Vohra N.D., *Quantitative Techniques in Management*, Tata McGraw Hill, New Delhi.
3. Misra, *Quantitative Techniques for Management*, Excel Books, New Delhi.
4. D.C.Sanheli and V.K.Kapoor, *Business Mathematics*, Sultan Chand, New Delhi.
5. S.C.Gupta, *Business Statistics*, Himalaya Publishing House, Bombay.
6. K.Chandra Sekhar, *Business Of Statistics*,
7. K.V.Sarma, *Statistics Made Simple*, Prentice Hall of India.
8. Sharma, *Quantitative Techniques for Managerial Decisions*, Macmillan India Ltd., Chennai, 2006.
9. Levin, Krehbiel and Berenson, *Business Statistics: A first Course*, Pearson Education Asia.
10. Nagar, Das, *Basic Statistics*, Oxford University Press.

## BUS 1.3 MANAGERIAL ECONOMICS

- Unit - I: Concepts & Techniques: Meaning and scope of Managerial Economics – Fundamental concepts – Basic Techniques.
- Unit – II: Demand Decisions: Demand concepts – Demand Analysis – Demand Elasticities and Estimates – Demand Fore casting.
- Unit - III: Input-Output Decisions: Production and cost concepts – Production Function – Returns to scale – Estimation of cost – output Relationship.
- Unit - IV: Price – Output Decisions: Determinants of price – pricing under different market structures.
- Unit - V: Government and Business Decisions: Failures of Market Mechanism – case for state intervention.

### Suggested Books:

1. Mote & Paul, **Managerial Economics**, Tata McGraw Hill.
2. Rudiger Dorunbusch and Others, **Macro Economics**, Tata McGraw Hill
3. Adhikar, M, **Business Economics**, Excel Books, New Delhi, 2000.
4. Baumol.W.J, **Economic Theory and Operations Analysis**, 3<sup>rd</sup> Edition, Prentice Hall of India, 1996.
5. Bharathi Singh, **Managerial Economics**, Excel Books, New Delhi, 2006.
6. Chopra, O P **Managerial Economics**, Tata McGraw Hill, 1985.
7. Keat, Paul.G. & Philips K.Y.Young, **Managerial Economics**, 4<sup>th</sup> Edition, Pearson Education, New Jersey, 2003.
8. Koutsoyiannis, A.,**Modern Micro Economics**, Macmillan, New York, , 1991.
9. Migrom.P.& Roberts J., **Economics, Organisational and Management**, Englewood cliffs, New Jersey, Prentice Hall of India, New Jersey, 1992.
10. D.D.Chaturvedi, S.L.Gupta and Sumitra Pal, **Business Economics**, Galgotia Publishing Company.
11. Atmanand, **Managerial Economics**, Excel Books, New Delhi, 2006.
12. Paul G.Keat and Philip Y.Young., **Managerial Economics**, Pearson Education, Delhi.
13. Pal, **Managerial Economics**, Macmillan India Ltd., Chennai, 2006.
14. Dwivedi, D.N, Managerial Economics, Vikas Publishing House of India, New Delhi, 1980.
15. Mithani, D.M, **Managerial Economics**, Himalaya Publishing House, Bombay, 2000.
16. Mehta, P.L., **Managerial Economics**, Sultan Chand & sons, New Delhi, 1985.

## BUS 1.4: Environment Management

- Unit – I: **Theoretical framework of Business Environment:** Concepts, Significance and Nature of Business environment; Elements of environment: Internal and External; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
- Unit – II: **Economic environment of business:** Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies: Industrial policy, Fiscal policy –Foreign Trade Policy; Economic reforms, Liberalization and structural adjustment programmes.
- Unit – III: **Political and Legal environment of business:** Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; Competition Act, FEMA and Licensing policy; Consumer Protection Act.
- Unit – IV: **Socio – Cultural and Technological environment:** Critical elements of socio – cultural environment; Consumerism in India; Technological environment in India; Social Audit, Policy on research and development; Patent laws; Technology transfer.
- Unit – V: **International and Recent Issues in environment:** Multinational Corporations; Foreign collaborations and Indian business; Non- resident Indians and corporate sector; International economic institutions: WTO, World Bank, IMF and their importance to India; Foreign trade policies.

### Suggested Books:

1. K.V.Sivaiah & V.B.M.Das, **Indian Industrial Economy**, S.Chand & Company, New Delhi.
2. Francis Cherunilam, **Business Economics**, Himalaya Publications.
3. Suresh Bedi, **Business Environment**, Excel Books, New Delhi,
4. Adhikary.M. **Economic Environment of Business**, Sultan Chand & Sons, New Delhi.
5. Ahluwalia, I.J., **Industrial Growth in India**, Oxford University Press, Delhi.
6. Alah, Yoginder.K., **Indian Development Planning and Policy**, Vikas Publishers, New Delhi.
7. Aswathappa.K., **Legal Environment of Business**, Himalaya Publications, Delhi.
8. Chakravarthi., S. **Development Planning**, Oxford University Press, Delhi.
9. Ghosh, Biswanth; **Economic Environment of Business**, Vikas Publication, New Delhi.
10. Govt. of India, **Economic Survey**, Various Issues.
11. Raj Agarwal and Parag Diwan, **Business Environment**, Excel Books, New Delhi.
12. Rama Swamy. V.S. and Nama Kumari S. **Strategic Planning for Corporate Success**, Macmillan. New Delhi.
13. Sengupta. N.M. **Government and Business in India**, Vikas Publication, New Delhi.

## BUS 1.5: MANAGERIAL SKILL DEVELOPMENT

- Unit – I: Communication; Nature, Need and Significance - Communication Process –Essential Elements.
- Unit – II: Media of Communication; Verbal and Non-Verbal – Oral Communication ; Forms, Advantages and Disadvantages – Written Communication; Forms, Advantages and Disadvantages – Non-Verbal Communication; Forms and their Importance.
- Unit – III: Channels of Communication; Formal and Informal – Communication Barriers; Overcoming barriers, Guidelines for Effective Communication.
- Unit – IV: Listening; Importance, Barriers, Guidelines for Effective Listening – Presentation; Oral and Written, Essential requirements, Basic Skills of Communicating Managers.
- Unit – V: Reporting Writing; Procedure and Guidelines – Commercial Letters; Essential elements – Negotiation; Essential elements for Effectiveness.

### Suggested Books:

1. Lesikar, "**Basics of Business Communication**", 8<sup>th</sup> ed, Tata McGraw Hill, 2002.
2. Monipally, "**Business Communication Strategies**", Tata McGraw Hill, 2002.
3. Bowman, Joel P and Branchaw, Bernadine P 1987, "**Business Communication from process to product**", Dryden press, Chicago.
4. Hatch, Richard, 1997 "**Communicating in Business**", Science research associates, Chicago.
5. Murphy. Herta A and Peack, Charrles E, 1976, "**Effective Business Communications**" 2<sup>nd</sup> ed, TMH, New Delhi.
6. Pearce C Glennetal "**Business Communications: Principles and Applications**", 2<sup>nd</sup> Ed, John Wiley, New York, 1988.
7. Treece, Maria 1987 "**Successful Business Communications**" 3<sup>rd</sup> Ed, Allyn and Bacon, Boston.
8. McGrath, "**Basic Managerial Skills**", Prentice Hall India Ltd. New Delhi.
9. Mohan, "**Developing Communication Skills**", Macmillan India Ltd., Chennai, 2006.
10. Meenakshi Raman, "**Business Communication**", Oxford University Press.

## BUS 1.6 INDIAN ETHOS AND VALUES

- Unit - I: Model of management in the Indian socio-political environment; Work Ethos: Indian Heritage in Production and Consumption.
- Unit - II: Indian insight into TQM; Problems relating to Stress in corporate Management – Indian Perspective.
- Unit - III: Values for Managers: Holistic Approach for Managers in Decision –making; Secular Vs Spiritual Values in Management.
- Unit - IV: Personal growth and Lessons from Ancient Indian Educational System; Science and Human Values.
- Unit - V: Emerging Trends: Indian Ethos and Corporate Governance – Relevance of Gandhian Thought for the contemporary managers.

### Suggested Books:

1. Sadri: *Business Ethics; concepts and cases*, TMH, 1998
2. Chakraborty SK *Foundations of Managerial Work Contributions from Indian thought*, Himalaya Publishing House, Delhi, 1998.
3. \_\_\_\_\_ *Management Effectiveness and Quality of Work life – Indian Insights*, Tata McGraw Hill Publishing Company, New Delhi, 1987.
4. \_\_\_\_\_, *Management by Values*, Oxford University Press, 1991.
5. Drucker Peter F; *Management in Turbulent times*, Pan Books London 1983.
6. Kumar.S. & N.Kuberoi, *Managing Secularism in the New Millennium*, Excel Books, 2000.
7. Griffiths. B. *The Marriage of East and west*, Colling, London 1985.
8. Gandhi M.K *The Story of My Experiments with Truth*, Navjivan Publishing House, New Delhi.
9. Mathur, *Corporate Governance and Business Ethics*, Macmillan India Ltd., Chennai, 2006.



## BUS 1.7 ACCOUNTING FOR MANAGERS

- Unit – I: Introduction to Accounting – Concept – Importance and scope – Generally Accepted Accounting Principles – Objectives, Nature and Scope of Financial accounting. – Cost accounting – Management accounting.
- Unit – II: Preparation of Financial statements – Income statement and Balance sheet – Funds flow and cash flow analysis – Inventory valuation and Depreciation.
- Unit – III: Cost accounting – Job costing and process costing – Budgetary control process – Zero– base Budgeting – Performance Budgeting.
- Unit – IV: Marginal Costing Vs. Absorption Costing – CVP analysis – Standard costing and Variance analysis.
- Unit – V: Contemporary Developments – Responsibility accounting – Activity based costing – Reporting to Management.

### Suggested Books:

1. G. Prasad & V. Chandra Sekhara Rao, **Accounting for Managers**, Jai Bharat Publications, 2002.
2. Meigs & Meigs, **Accounting the Basis for Business Decisions**, Tata McGraw Hill, New Delhi.
3. Anthony.R.N. & Reece.J.S., **Accounting Principles**, 6<sup>th</sup> Edition, Homewood, Illinois, Richard D.Irwin, 1995.
4. T.P. Ghosh: **Fundamentals of Management Accounting**, Excel Publications.
5. Pankaj Gupta, **Management Accounting**, Excel Books, New Delhi, 2006.
6. Bhattacharya S.K. & Dearoon.J., **Accounting for Management – Text and Cases**, New Delhi, Vikas, 1996.
7. Heitger,L.E. & Matulich. Serge, **Financial Accounting**, McGraw Hill, New York, 1990.
8. Charles T.Horngren, Gary L.Sundem & William O.Stratton, **Introduction to Management Accounting**, Pearson Education, 13<sup>th</sup> Edition.
9. Homgran, Charies etc., **Principles of Financial and Management Accounting**, Englewood Cliffs, New Jersey, Pearson Education, 2002.
10. Nitin Balwani, **Accounting and Financial Management**, Excel Books, New Delhi, 2006.
11. Hingorani N.L. & Ramanathan.A.R., **Management Accounting**, 5<sup>th</sup> Edition, Sultan Chand, New Delhi, 1992.
12. Neddles, Belverd; etc., **Principles of Financial and Management Accounting**, Anmol Publications, New Delhi, 1997.
13. Narayana Swamy, **Financial Accounting: A Managerial & Perspective**, Prentice Hall of India.
14. Bhattacharya, **Financial Accounting for Business Managers – Perspective**, Prentice Hall of India.
15. Gupta, **Financial Accounting**, Pearson Education, New Delhi, 2006.
16. I.M. Pandey: **Management Accounting**, Vikas Publishing House.
17. Chakraborty & Hrishikesh – **Management Accountancy**, Oxford University Press.
18. Khan and Jain, **Management Accounting**, Tata McGraw Hill, Delhi.
19. J.C. Varshney: **Financial and Management Accounting**, Wisdom Publication.

## **BUS 1.8 : COMPUTER APPLICATIONS IN MANAGEMENT**

- Unit – I: Computers; An introduction – Computers in Business; Elements of Computer System Setup; Indian Computing Environment; Components of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business.
- Unit – II: PC-Software Packages : Disk Operating System and Windows; Text Processing Software, Introduction to a spread sheet software, Creation of Spreadsheet Applications; Range, Functions, Data Base Functions in Spreadsheet; Graphics on Spread Sheet.
- Unit – III: Modes of Data Processing; Computer Software Systems, Software Development Process; File Design & Report Design, Data Files – Types / Organisations, Master & Transaction File, Networks – LAN & WAN.
- Unit – IV: Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing, Data Hierarchy & Data File structures, Application Portfolio Development; Introduction to a Micro Data Base Manager, Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation; Programming Concepts; Use of Files in Programming; Presentation Graphics-Creating a Presentation on PC, Management of Data Processing Systems in Business Organisations.
- Unit – V: Practical Knowledge on operating system window 2000, Windows XP, Ms-office.

### **Suggested Books:**

1. Burch John and Grudnitski Gary *Information Systems: Theory and Practice*, 5<sup>th</sup> ed., New York, John Wiley 1989.
2. David Van Over, *Foundations of Business Systems*, Fortworth, Dryden, 1992.
3. Eliason. A.L. *On-Line Business: Computer Applications*, 2<sup>nd</sup> ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan, *Connecting the Internet*, Sedagopan, C.A. O'Reilly 1993.
5. John, Moss Jones, Automating Managers: *The Implications of Information Technology for Managers*, London, Printer 1990.
6. Summer. M. *Computers Concepts and Uses*, 2<sup>nd</sup> ed., Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988.
7. Raja Raman, *Fundamentals of Computers*, 3<sup>rd</sup> Edition, Perspective, Prentice Hall of India.
8. Mabbraken: *Microsoft Office 2000* 8 In 1, Prentice Hall of India.
9. Srivastava, *Introduction to Computers*, Macmillan India Ltd., Chennai, 2006.
10. Jawadekar.W.S., *Management Information System*, 2<sup>nd</sup> Edition, Tata McGraw Hill Publishing Ltd.

## MBA II SEMESTER

### BUS 2.1 UNIX & C

#### Part A: Unix

- Unit – I: Unix Utilities: Introduction to Unix File System-File Editor-File Handling Utilities – Security By File Permissions. Process Utilities – Disk Utilities – Networking Commands; Coml, Unlink, Mkdir, Rmdir, Mount, Umount, Find Umsk, Ulimit, Who Finger, Fil, Telnet, Rlogin, Text Processing Utilities, and Backup Utilities, Cat, Fail, Head, Sort, Nl, Grep, Cgrep, Cut, Paste, Join, More, Pg, Comm, Cmp, Diff, Awk.
- Unit – II: What is a Shell, Shell Responsibilities Pipes and Impact Redirection, Output Redirection. The Shell As Programming Language. Shell Variables. Condition, Control Structure and Shell Programming.
- Unit – III: Unix Internals; Unix File Structure – Directories. File and Devices System Calls and Device Drivers – Library Functions - Low Level File Access (Write, Read, Open, Close, Lseek, Lstat, Stat). The Standard I/O (Fopen, Fread, Flush, Fseek, Fgetc, Getc, Getchar, Fputc, Pputc, Fputs, Gets). Formatted I/O Stream and File Descriptors File and Directory Maintenance (Chmod, Chown, Unlink, Symlink, Mkdir, Rmdir, Chdir).

#### Part B: C Programming:

- Unit – I: Basic Structure of C-Language, C Tokens, Data Types, Declaration of Variables, Assigning Values. Arithmetic, Relational and Logical Operations. Increment and Decrement Operators, Control Operators, Bit-Wise Operator, Expressions, Evaluation, Input-Output Operators. If and Switch Statements. While Do-While and For Statements, C Programs Covering All The Above Aspects.
- Unit – II: One Dimensional and Two Dimensional Arrays Initialization, String Variable, Declaration, Reading, Writing, String Handling, Functions, User-Defined Functions, Variable and String Classes, Example C Programs.
- Unit – III: Structure Definition, Initialization, Assigning Values, Passing of Structures as Arguments, Unions, Declaring and initializing of Pointers, Pointer Based Expressions. Arrays, Strips, Functions, and Structures; C Program Examples, File Management in C, Opening and Closing I-O Operations On Files.

#### Practical:

1. Count Vowels, Constants Special Characters, Digits, Tab, Spaces and Words In a Given String. (Applications of Loops and Build In Functions)
2. Perform Matrix Multiplication After Verifying Matrix Multiplication Conditions.
3. Scanning Numbers Using Both Functions and Pointers.
4. Program to Read a Set of Names, Roll Numbers, Gender, Height and Weight of Students and Sort in Ascending Order using Structure With an Array Data Type.
5. Solve Towers of Hanoi Problems as an Application of Recursion.
6. Program to Create An Inventory File and to Append Addition Items to That File.

#### Suggested Books:

1. Keerti.C. *Unix Programming – Conceptual Perspective*, TMH.
2. Das, *Unix*, 2<sup>nd</sup> Edition, TMH, 1999
3. Rebecca Thomas, Ph. D., Lawrence. R.Rogers, Jean.L.Yats *Advanced Programmers Guide to Unix*.
4. Brian.W.Kernighan, Rob Pike, *The Unix Programming Environment*, Pearson Education, 1984.
5. W.Richard Stevens, *Advanced Programming in the Unix Environment*.
6. E. Balaguruswamy, others, *Programming in AMOOC*.
7. Kernigham and Others, *C Programming Language*, Pearson Education, 1988.
8. Schaum Series, *Programming in C*.

## BUS 2.2 MANAGEMENT SCIENCE

- Unit - I: INTRODUCTION AND LINEAR PROGRAMMING: Introduction about management Science. Basic Concepts, Linear Programming, Graphical method, Simplex method, Big-M Method. Sensitivity analysis, Duality and Dual Simplex method and its applications.
- Unit - II: QUEUEING THEORY: Characteristics, Methods  
(M/M/1;  $\alpha$  / FCFS), (M/M1; N/FCFS)  
(M/M/S;  $\alpha$  / FCFS), (M/MS; N/FCFS)
- Unit – III: INVENTORY CONTROL: Inventory management techniques, Deterministic inventory models.
- Unit – IV: PERT PM AND DECISION THEORY: PERT / CPM, Decision theory and Decision tree and applications of PERT / CPM.
- Unit – V: GAME THEORY: Two-Person Zero Sum Games, Pure Strategies and Mixed Strategies; Graphical Method and Application of game theory.

### Suggested Books:

1. Hiller, *Introduction to Operation Research*, TMH, 2002.
2. Vohra N.C. *Quantitative Techniques in Management*, TMH.
3. Samir Kumar Chakravarthy, *Theory and Problems in Quantitative Techniques, Management Information System and Data Processing* I, II & III, New Central Agency, Calcutta.
4. Budnik, Frank S. Dennis Mcleavey, Richard Mojena *Principles of Operations Research*, 2<sup>nd</sup> Edition, Richard Irwin Illinois – All India Traveller bookseller, New Delhi, 1995.
5. Gould F.J.etc., *Introduction to Management Science*, Englewood Cliffs, New Jersey, Prentice Hall of India, 1993.
6. Mathur.K. and Solow.D., *Management Science*, Englewood Cliffs, New Jersey, Prentice Hall of India, 1994.
7. Narag A.S., *Linear Programming and Decision Making*, Sultan Chand, New Delhi, 1995.
8. Sharma J.K., *Operations Research: Theory and Applications*, Macmillan India Ltd., New Delhi, 1997.
9. Taha.H.A., *Operations Research – An Introduction*, Pearson Education, New York, 2002.
10. Theirout.R.J. & Klekamp.R.C., *Decision Making Through Operations Research*, John Wiley, New York, 1989.
11. Pannerselvam, *Operations Research*, Prentice Hall of India.

## BUS 2.3 HUMAN RESOURCE MANAGEMENT

- Unit - I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job design and Analysis – Objectives and methods of job analysis.
- Unit - II: Human Resource Planning: Objectives, process, factors affecting HR planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.
- Unit - III: Employee Training: Significance, methods, training procedure, evaluating effectiveness of training. Management Development Programmes – Concept, skills to be developed and evaluating its effectiveness. Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.
- Unit -IV: Job Evaluation – Significance, methods and problems. Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure.
- Unit - V: Quality of Work Life (QWL) – Meaning, conditions, specific issues in QWL, strategies for improvement of QWL. HR research – HR information system – Employee Benefits and Services.

### Suggested Books:

1. Monappa. A & Saiyaddin.M., *Personnel Management*, Tata McGraw-Hill,
2. Edwin B.Flippo, *Personnel Management*, McGraw-Hill
3. De Cenzo. & Stephen P.Robbins, *Personnel/ Human Resource Management*, Prentice Hall of India, New Delhi.
4. Dessler, *Human Resource Management*, 10<sup>th</sup> Edition, Pearson Education.
5. Singh.N.K., *Human Resources Management*, Excel Books, New Delhi.
6. Aswathappa.K., *Human Resource and Personnel Management*, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2001.
7. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
8. V.S.P.Rao, *Human Resources Management*, Excel Books, New Delhi.
9. Pattanyak, *Human Resource Management*, Prentice Hall of India, New Delhi.

## B U S 2.4 FINANCIAL MANAGEMENT

- 1. Finance Function:** Meaning of Financial Management – Finance Function: Objectives and Scope - Time value of Money - Risk-return trade off - Shareholders' Wealth Maximization- Agency Conflict - Corporate Governance
- 2. Investment Decision:** Nature and Scope of Capital Budgeting Decision - Techniques of Capital Budgeting: Traditional and Time-Adjusted Methods – Risk Analysis in Capital Budgeting - Cost of Capital: Measurement of Specific Cost of Capitals - Weighted Average Cost of Capital.
- 3. Financing Decision:** Determinants of Capital Structure - Capital structure Theories – Optimum Capital Structure - Financial and Operating leverages – EBIT-EPS Analysis – Dividend Decision: Dividend Theories - Dividend Policies - Determinants of Dividend Policy.
- 4. Working Capital Management:** Concepts – Determinants of Working Capital – Measurement of Working Capital Requirement: Operating Cycle approach - Financing of Working Capital – Financial Analysis and Working Capital Management - Management of Inventory, Receivables and Cash.
- 5. Financial Restructuring:** Corporate Restructuring: Mergers and Acquisitions – Value Creation – Corporate Strategy and Acquisitions – Take-Overs – Divestitures – Corporate Restructuring Trends in India.

### References:

1. James C Van Horne & John M. Wachowicz Jr: Fundamentals of Financial Management, Prentice Hall of India, New Delhi.
2. Arthur Keown, John Martin, William Petty & David Scott Jr: Financial Management: Principles and Applications, Prentice Hall of India, New Delhi.
3. Brealey, Richard. and Myers Stewart. C., Principles of Corporate Finance. McGraw Hill, New Delhi.
4. Brigham F Eugene and Houston F Joel, Fundamentals of Financial Management, International Students Edition.
5. Hampton J John, Financial Decision Making: Concepts, Problems and Cases. Prentice Hall of India, New Delhi.
6. Weston, J F and Brigham, E F., Essentials of Managerial Finance, Pearson Education,
7. Winger, Bernard and Mohan, Nancy. Principles of Financial Management, Macmillan, Publishing Company, New York.
8. James C. Van Horne, Financial Management and Policy. Prentice Hall of India, New Delhi.
9. Chandra Bose D., Fundamentals of Financial Management, Prentice Hall of India, New Delhi
10. Khan M Y and Jain P K: Financial Management-Text and Problems. Tata McGraw- Hill.
11. Pandey I M., Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.

## **BUS 2.5: MARKETING MANAGEMENT**

- Unit – I: Nature and Scope of Marketing; Corporate orientations towards the market place; The marketing environment and environment scanning; Marketing Information System and Marketing Research understanding -Consumer and Industrial markets.
- Unit – II: Market Segmentation, Targeting and Positioning; Product decisions – Product Mix, Product Life Cycle, New Product Development, Branding and Packaging decisions – creating brand equity.
- Unit – III: Pricing Methods and Strategies; Promotion decisions – Promotion Mix – Advertising, Sales Promotion, Publicity and Personal Selling and Direct Marketing.
- Unit – IV: Channel Management – Selection, Co-operation and Conflict Management; Vertical Marketing implementation and systems; Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts.
- Unit – V: New issues in Marketing – Globalisation; Consumerism; Green Marketing; Tele Marketing; Web Marketing; Legal and Ethical issues in Marketing.

### **Suggested Books:**

1. Philip Kotler and Armstrong. G; *Marketing Marketing*, Prentice Hall of India, 12<sup>th</sup> Edition, New Delhi, 2006.
2. Philip Kotler, Keller, Abraham Koshy, M.Jha, *Marketing Management*; Pearson Education, 12<sup>th</sup> Edition, New Delhi, 2006.
3. Byd. Walker & others; *Marketing Management*; Tata McGraw Hill, New Delhi.
4. Neelamegham. S, *Marketing in India – Cases and Readings*, Vikas Publishing House, New Delhi.
5. Enis. B.M.; *Marketing Classics; A selection of Influential articles*, McGraw Hill, New York 1991.
6. New Delhi, 2006.**and Control**, Pearson Education, New Delhi, 2006.
7. Ramaswamy V.S. & Nama Kumari.S; *Marketing Management – Planning and Control*, Macmillan, New Delhi, 1990.
8. William J. Stanton, *Fundamentals of Marketing*, McGraw Hill, New York, 1994.
9. Jayachandran.S., *Marketing Management*, Excel Books, New Delhi, 2006.
10. Michale J.Etzel, Broce J.Walker, William J. Stanton, *Marketing*, Tata McGraw Hill, Edition, 2005.
11. Roger, J.Best, *Market Based Management Strategies for Growing Customer Values*, Prentice Hall of India, 4<sup>th</sup> Edition, 2006.
12. Judy Strauss, A.E.Ansary, Raymond Frost, *E-Marketing*, Prentice Hall of India, 4<sup>th</sup> Edition, 2006.



## **B U S 2.6 - PRODUCTION/OPERATIONS MANAGEMENT**

**I Production and Operations Management -An Overview :** Operations as a Function - Production Systems - Facilities location - Layout Design - Product and Process Design - Materials Handling - Value Analysis - Operations Strategy – World Class Manufacturing.

**II Operations Planning and Control:** Mass and Batch Production Planning - Projects Planning and Control - Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement - Work Sampling.

**III. Maintenance Management:** Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment - Waste Management - Automation — Technology Management.

**IV Materials Management:** An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems – Perpetual Inventory Control System.

**V Quality Management:** Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

### **References:**

1. Chary, S.N. Production and Operations Management. New Delhi, Tata McGraw Hill, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, Prentice Hall of India, New Delhi.
4. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, Prentice Hall of Indian, New Delhi.
5. Joseph S. Martin Ch., Production and Operations Management, John Wiley, New York.
6. Kanishka. Bedi., Production and Operations Management
7. Krajewski, L.J. and Ritzman, L.P., Operations Management: Strategy and Analysis, Addison Wesley Longman Pvt. Ltd. Delhi.
8. Krishnaswamy. K.N., Cases in Production/Operations Management, Prentice Hall of India, New Delhi.
9. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
10. Martin K. Starr., Production and Operations Management, Wiley India Pvt. Ltd., New Delhi.
11. Moore, FG and Hendrick. T E. Production/Operations Management. Homewood, Illinois, Richard D. Irwin. New York.
12. Pannerselvam R., Production and Operations Management, Prentice Hall of India, New Delhi.
13. Thomas E. Morton, Production Operations Management, Vikas Publishing House, New Delhi.

## BUS 2.7 RESEARCH METHODOLOGY

- UNIT –I: Meaning of research: Major fields of human knowledge-relevance of management research- Nature and scope of Research Methodology- problem formulation and statement of research objectives- Hypotheses, formulation and testing characteristics of good and usable hypotheses.
- UNIT-II: Research process: Research designs- exploratory, descriptive and experimental research designs- case study method of research.
- UNIT-III: Sources of data: Primary and secondary sources- methods of data collection – observational and survey methods- Questionnaire design- attitude measurement techniques- motivation research techniques- administration of surveys – sample design.
- UNIT-IV: Selecting an appropriate statistical technique- fieldwork and tabulation of data, analysis of data- use of SPSS and other statistical software packages.
- UNIT-V: Contemporary developments: Advanced techniques for data analysis; ANOVA, discriminate analysis, factor analysis, conjoint analysis, multidimensional scaling and clustering methods, research applications, report writing- research and concern for society.

### Suggested Books:

1. K.V. Rao , *Research Methodology in Commerce and Management*, sterling publishers, 1993
2. Bhattacharya. D.K., *Research Methodology*, Excel Books, New Delhi.
3. Cooper, *Business Research Methods*, 6<sup>th</sup> Edition, TMH, 2001.
4. Andrews. F.M. and S.B. *Withey Social indicators of well being*, Plenum press, 1976.
5. Bennet. Roger, *Management Research*, ILO, 1983.
6. Nanda Gopal, *Research Methods Using Computers*, Excel Books, New Delhi.
7. Gupta.S.P., *Statistical Methods*, Sultan Chand, New Delhi, 2001.
8. Golden – Biddle, Koren D.Locke; *Composing Qualitative Research*, Sage Publications, 1997.
9. Salkind.Neil.J., *Exploring Research*, Prentice Hall of India, New Delhi, 1997.
10. Panneerselvam.R., *Research Methodology*, Prentice Hall of India, New Delhi, 2005.
11. Shajahan.S., *Research Methods for Management*, Jaico Publishing House, 2005.

## **BUS 2.8. ORGANISATIONAL BEHAVIOUR**

**UNIT – I: Organisational Behaviour: Meaning, nature and scope – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.**

UNIT –II: Individual: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Learning – characteristics, theories and principles of learning. Personality – Stages of Development, determinants of personality, theories of personality – Values and Attitudes and their relevance in O.B. context.

UNIT – III: Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills – Transactional Analysis and Johari Window.

UNIT – IV: Organisational change: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and disfunctional aspects, stimulating productive conflict, strategies for conflict resolution.

UNIT- V: Organisational Culture: Definition and characteristics, creating and sustaining culture. Organisational Development: Definition, characteristics, objectives and techniques of Organisational Development.

### **Suggested Books:**

1. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill.
2. Stephen P. Robbins, *Organisational Behaviour*, Pearson Education, New Delhi, 2006.
3. Abraham.K.K. *Organisational Behaviour*, Prentice Hall of India, New Delhi.
4. Aswathappa.K. *Organisational Behaviour*, Himalaya Publishing House, New Delhi.
5. Donald R. Brown & Don Harwey, *An Experimental Approach to Organisational Development*, Pearson Education.
6. Udai Parek, *Understanding Organisational Behaviour*, Oxford.
7. Archana Tyagi, *Organisational Behaviour*, Excel Books, New Delhi.
8. P. Subba Rao, *Management of Organisational Behaviour*, Himalaya Publishing House, New Delhi.

### **BUS 3.1.BUSINESS POLICY AND STRATEGIC ANALYSIS**

- UNIT-I Business Policy – Definition, nature, Scope and purpose of Business policy; Concept of Strategic Planning – Strategic Management: Nature, Scope, process and importance - Strategic Decisions, Administrative and operation decisions.
- UNIT-II Developing vision, mission, goals and objectives, strategy, tactics/policies, importance of corporate Mission statements – their contents and characteristics some examples – Johnson & Johnson’s credo, ‘HP way’ ‘Sony Spirit’ etc., and Mission. Defining the concept of strategy – corporate business and functional level strategy; Intended deliberate, Realized, unrealized and emergent strategies.
- UNIT-III Strategy Formulation: Strategic tools for analysis and appraisal of External Environment – SWOT analysis; and Structure conduct – Performance (S-C-P) analysis; - Industry, competition and competitor analysis – porter’s five forces model for anglicizing firm’s opportunities and threats – concepts of Hyper ompetition.
- UNIT-IV Internal Organisational Analysis – Identification of strengths and weakness of a firm Resource based theory of the firm – Concept of resources, capabilities and competencies, concept of core and distinctive competencies; strategic intent, stretch and leverage, competence based competition; Porter’s value chain Analysis for appraisal of firm’s resource capabilities – Firms best Strategic fit.
- UNIT-V Competitive advantage of firm – its Sources: Cost, Quality Innovation and customer responsiveness etc., - Michel Porter’s Business level (or Generic) strategies for competitive advantage: Cost leadership, Differentiation and cost Differentiation Focus – Entry and Exit Barriers, Mobility Barriers – Economics of scale, learning or Experience curve Benefits.

#### **Reference Books:**

1. Ansoff H. Igor, Corporate Strategy: An Analytical Approach To Business Policy For Growth And Expansion, McGraw – Hill, New York, 1965.
2. Nitin Balwani, Strategic Management & Business Policy, Excel Books, New Delhi
3. Vipin Gupta, Gollakota & Srinivasan, Business Policy and Strategic Management – Concepts and Applications, Prentice Hall of India, New Delhi.
4. Upendra Kachru, Strategic Management: Concepts & Cases, Excel Books, New Delhi.
5. Rao.V.S.P. & V.Hari Krishna, Strategic management (Text and Cases), Excel Books, New Delhi, 2003.
6. Porter, M.E., Competitive Advantage, The Free Press, New York, 1985
7. Porter, M.E., Competitive Strategy, The Free Press, New York, 1980
8. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw- Hill, International Edition.
9. Kazmi, Azhar: Business Policy, Tata McGraw Hill, New Delhi.
10. P.L.K.Rao, Strategic Management, Ane Books India, New Delhi.
11. Pearce H., John A. and Richard B. Robinson, Jr. Strategic Management: Strategy, formulation and implementation, Richard D. Irwin, New York, 1982.
12. P. Subba Rao, Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2003.
13. Srinivasan R. Strategic Management – The Indian Context, Prentice Hall of India, New Delhi.
14. B.S. Hoti, Strategic Management and Business Policy, Wisdom Publications, New Delhi.

## **BUS 3.2: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM**

- UNIT – I Management Information System: Basic Concepts – Role of MIS – MIS in Business - MIS Developing Process Models - Simon’s Model in Information System – MIS and Security Challenges – Major Trends in Information Technology.
- UNIT-II Managerial Decision Making: Decision Making Process – Relationship between Decision-Making and MIS –Group Decision Making - Integrating Managerial Levels and Functional areas by MIS-Components of Information System-Organization System Versus MIS.
- UNIT –III System and Design: Systems Development Initiate - Different Methodologies – System Life Cycle Design - Prototype Approach - Detailed Study on Life Cycle System – System Implementation.
- UNIT –IV Decision Support System: Definitions of DSS – Architecture of DSS - Scope of DSS - Characteristic and Capabilities of DSS - Components of DSS – Modules in DSS- Classification of DSS - DSS Tools – DSS Generators – Steps in Designing a DSS.
- UNIT – V Database Management System: Sources of Data – Architecture of Database Management System - Data Models- Design of Database – Implementation - DGMS – Case study –Design of MIS and DSS system.

### **References:**

1. Jawadekar, Management Information System, Tata McGraw Hill, New Delhi.
2. Arora, Management Information System, Excel Books, New Delhi.
3. C.S.V. Murthy , Management Information System, Himalaya Publishing House, Mumbai.
4. Mallach, Decision Support and Data Warehouse Systems, McGraw Hill Co., New Delhi.
5. Keen Peter G.W.: Decision Support System: An Organisational Perspective, Addison-Wesley Pub.
6. Theierauff, Robert J. Decision Support System For-effective Planning, Prentice Hall, New Delhi.
7. G.V.Satya Sekhar, Management Information System, Excel Books, New Delhi.
8. Krober, Donald W., and Hugh J. Watson, Computer Based Information System, New York.
9. Davisl. Michael W.A. Management approach – Mc Milan Publishing Company, Prentice Hall, New Jersey.
10. Andrew P., Decision Support System Engineering, Sage John Wiley & Sons, New York.
11. Leod, Raymond Me JR, Management Information Systems, Mc Milan Publishing Company, New York, 1993.
12. Turban, Efrain Decision Support and Expert Systems – Management Perspective – Mc Milan Publishing Company, New York, 1988.
13. Janakiram Y and Surukesi: Decision Support Systems, Prentice Hall of India, New Delhi.
14. Sadagopan: Management Information Systems, Prentice Hall of India, New Delhi
15. Mudricksrss, Cluget: Information Systems for Modern Management, Prentice Hall of India, New Delhi.

### **BUS – 3.3 BUSINESS LEGISLATION**

- UNIT-I      The Indian Contract Act, 1872: Essentials of a valid contract. Void Agreements. Performance of Contracts - Breach of contract and its Remedies. Quasi-Contracts.
- UNIT-II      Special Contracts: Indemnity and Guarantee – Bailment and Pledge – Agency.
- UNIT\_III    The Sale of Goods Act, 1930; General Principles – Conditions and Warranties – Performance of Contract of Sale – Rights of an Unpaid Seller – The Negotiable Instrument Act, 1881: Nature and Types – Negotiation and Assignment – Holder-in-due course – Dishonour and Discharge of a Negotiable Instrument.
- UNIT-IV    The Companies Act, 1956: Nature and Types of Companies - Formation of Companies – Memorandum, Articles of Association and Prospectus – Company Management – Meetings and Proceedings – Prevention of Oppression and Mismanagement – Winding Up.
- UNIT-V      Consumer Protection Act – Information Technology Act.

#### **Suggested Readings:**

1. Avtar Singh. Company Law. 11<sup>th</sup> ed. Lucknow, Eastern, 1996.
2. S.S.Gulshan, Business Law, Excel Books, New Delhi.
3. Khergamwala. J.S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.
4. Ramaiya, A Guide to the Companies Act. Nagpur, Wadhwa. 1992.
5. S.S.Gulshan, Company Law, Excel Books, New Delhi.
6. Moshal, Business Law, Ane Books India, New Delhi.
7. Shah, S.M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
8. Tuteja, S.K. Business Law for Managers, New Delhi, Sultan Chand. 1998

## **Finance Specialisation**

### **BUS 3.4 F: INTERNATIONAL FINANCIAL MANAGEMENT**

- UNIT-I** International Financial Management: An Overview - Evolution of International Monetary and Financial System - Fixed vs. Flexible Exchange Rate Regimes - Recent Trends in Multinational Financial Management.
- UNIT – II** Foreign Exchange Markets: Determination of Exchange Rate - Quoting Foreign Exchange Rates - Measuring of Foreign Currency Exposure - Quoting Forward Rates - Currency Futures, Options - Swaps.
- UNIT – III** Capital budgeting for the Multinational Corporation - Cost of Capital and Capital Structure of Multinational Firms - Dividend Policy of the Multinational Firm.
- UNIT – IV** Current Assets Management: International Cash Management - Accounts Receivable Management - Inventory Management - Financing Strategies of Working Capital.
- UNIT-V** International Financing: International Financial Markets - Euro Markets - Multinational Financial Institutions.

#### **References :**

1. Apte, P G., International Financial Management, Tata McGraw Hill, New Delhi.
2. Madhuvij, International Financial Management, Excel Books, New Delhi.
3. Abdullah, F. A., Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey.
4. Bhalla V.K. International Financial Management, Anmol Publications, New Delhi.
5. Kim. Suk. and Kirn. Seung. Global Corporate Finance: Text and Cases, Miami Florida, Koib.
6. Eitman.Stone Hills, Moffett, Multinational Business Finance, Addition Wesley, New Delhi.
7. Pilbean, International Finance, Ane Books India, New Delhi.
8. Shapiro, Alan C. Multinational Financial Management, Prentice Hall of India, New Delhi.
9. Eun/Resnick : International Financial Management, Tata McGraw Hill, New Delhi.
10. Reid W.Click, and Joshua D Coval., The Theory and Practice of International Financial Management, Prentice Hall of India, New Delhi.
11. Vyuptakesh Sharan, International Financial Management, Prentice Hall of India, New Delhi

## **BUS 3.5 F: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

- UNIT –I** Investment: Nature of Investment - Objectives - Process of Investment - Investment Environment - Securities Trading - Recent Developments in the Indian Stock Market.
- UNIT – II** Concept of Risk and Return — Risk-Return Trade-off — Components of Investment Risk — Measurement of Risk and Return - Calculation of Expected Return and Risk.
- UNIT- III** Valuation of Securities: Approaches of Valuation - Common Stock Valuation - Preference Share Valuation - Valuation of Debt Instruments - Risk Management in Bonds - Bond Duration.
- UNIT- IV** Security Analysis:- Fundamental analysis: Economy analysis - Industry analysis – Company analysis.
- UNIT-V** Security Analysis:- Technical Analysis: Tools and Methods of Technical Analysis – Dow Theory - Elliot Wave theory - Moving Averages - Breadth of Market - Momentum – Technical Indicators.

### **References:**

1. Amling, Frederic, Investment - An Introduction to Analysis and Management, Prentice Hall of India, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Bhalla. V.K., Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
4. Fisher, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
5. Fuller, Russel J., and Farrel, Jr., James L., Modern Investments and Security Analysis, McGraw Hill Book Company, New York.
6. Huang, Stanley S C and Randall, Naury R. Investment Analysis and Management, Allyn and Bacon, London.
7. Parvathiswara Rao, Security Analysis and Portfolio Management, Excel Books, New Delhi.
8. Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.
9. Prasanna Chandra: Investment Management, Tata Me Graw Hill Publishing House, New Delhi.
10. Ranganathan, M. & Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
11. Steven E. Bolten: Security Analysis and Portfolio Management, Rinehart and Winston Inc.
12. Sharpe, William, F. G. Alexander, F. Bailey, and W. C. Sharpe, Investments, New Delhi, Prentice Hall of India.

\* \* \*



## Marketing Specialisation

### BUS 3.4. M: ADVERTISING MANAGEMENT

- UNIT-I Advertising: Defined, advertising as a tool of marketing; Advertising affects – economic and social; Advertising and consumer behavior; Advertising scene in India.
- UNIT-II Advertising objectives and Advertising Budgets.
- UNIT-III Advertising Media: Print media, broadcasting media; Non-media advertising; Media planning and scheduling; Advertising on Internet; Media selection decisions.
- UNIT-IV Message Design and Development: Copy development, types of appeal.
- UNIT-V Measuring Advertising Effectiveness: Management advertising agency – client relationship; Promotional scene in India; techniques for testing advertising effectiveness.

#### Suggested Readings:

1. Aaker, David A. etc., Advertising Management, 4<sup>th</sup> ed., Prentice Hall of India, New Delhi, 1985.
2. Kazmi, Advertising & Sales Promotion, Excel Books, New Delhi
3. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion. 3<sup>rd</sup> ed., Chicago, Irwin, 1995.
4. Borden, William H. Advertising. New York, John Wiley, 1981.
5. Hard, Norman. The practice of Advertising, Oxford, Butterworth Heinemann, 1995.
6. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New jersey, Prentice Hall Inc., 1986.
7. Igilvy, David. Ogilvy on Advertising. London. Longman,1983.
8. Sengupta, Subroto. Brand Positioning, Strategies for Competitive Advantages. New Delhi. Tata McGraw Hill 1990.

## **BUS 3.5 M: BRAND MANAGEMENT**

- UNIT-I** Understanding Brands; Brand Hierarchy, Brand personality, Brand image; Brand Identity, Brand positioning, Brand equity.
- UNIT-II** Value addition from branding; Brand – customer relationship, Brand loyalty and Consumer loyalty.
- UNIT-III** Managing Brands; Brand creation; Brand extensions; Brand – product relationships; Brand portfolio; Brand Revitalization.
- UNIT-IV** Brand Assessment through research – Brand identity, position, image, and personality assessment and change; financial aspects of brands.
- UNIT-V** Branding in different sectors- Branding in customer, industrial, retail and service sectors.

### **Suggested Readings:**

1. Jones, What is in a Brand, Tata McGraw Hill, New Delhi.
2. Harsh k, Verma, Brand Management, 2<sup>nd</sup> Edition, Excel Books, New Delhi.
3. Aaker, David, A.Managing Brand Equity. New York. Free Press, 1991.
4. Cowley, Don. Understanding Brands. London, Kogan Page, 1991.
5. Czemiawski, Richard D. & Michael W. Maloney Creating Brand Royalty, AMACOM.NY, 1999.
6. Kapferer, J.N. Strategies Brand Management. New York, Free Press, 1992.
7. Tapan Panda, Building Brands in the Indian Market, Excel Books, New Delhi.
8. Kotler, Brand Management, Ane Books India, New Delhi.
9. Murphy, John A. Brand Strategy. Combridge, The Director Books, 1990.
10. Steward P. Building Brands Directly. London MacMillan, 1996.
11. Upshaw. Lyhh B. Building Board Identity: A Strategy for success in a Histile Maker place. New York John Wiley, 1995.
12. Ajay Kumar, Brand Mamangement, Wisdom Publications, New Delhi.

## **OB & Human Resources Management Specialisation**

### **BUS 3.4 OB & HRM: MANAGEMENT OF INDUSTRIAL RELATIONS**

UNIT-I	Industrial Relations perspectives; Industrial relations and The emerging Socio-economic Scenario;
UNIT-II	Industrial Relations and the state; Legal Frame Work of Industrial relations;
UNIT-III	Role and Future of Trade Unions; Trade Union and the Employee; trade union and the Management;
UNIT-IV	Discipline and grievance Management; Negotiation and collective settlements; Participative Management and Co-ownership;
UNIT-V	Collective Bargaining and Gain Sharing; Employee Empowerment and quality Management; Industrial relations and Technological Change.

#### **Suggested Readings:**

1. Monappa, Industrial Relations, Tata McGraw Hill.
2. B.D.Singh, Industrial Relations, Excel Books, New Delhi.
3. C.B.Mamoria, Industrial Relations, Himalaya Publishing House, New Delhi.
4. Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2<sup>nd</sup> ed. Homewood, Illinois, Richard Dirish, 1988.
5. Mamkottam, K Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.
6. Niland J.R. etc., The Future of Industrial Relations. New Delhi, Sage, 1994.
7. Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.
8. Arora M, Industrial Relations, Excel Books, New Delhi.
9. Ramaswamy, E.A. The Rayon Spinners. The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.

### **BUS 3.5. OB & HRM : LEGAL FRAMEWOK GOVERNING HUMAN RELATIONS**

- UNIT-I Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws- Laws relating to Industrial Disputes,
- UNIT-II Trade Unions, and Standing Orders Laws relating to discharge, Misconduct, Domestic Enquiry, Disciplinary Action ;
- UNIT-III Social Security Laws- Laws relating to Workmen's compensation, employees' State Insurance, provident fund, Gratuity and maternity Relief;
- UNIT-IV Wages and Bonus Laws – The law of minimum wages, Payment of Wages, payment of Bonus;
- UNIT-V Laws Relating to Working Conditions – the laws Relating to factories, establishment , and contract labour; Interpretations of Labour laws, their working, implications for Management, Union, Workmen; the Economy and the Industry.

#### **Suggested Readings:**

1. Ghaiye, B.R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow Eastern Law Company, 1994.
2. Singh, Labour Laws for Managers, Excel Books, New Delhi.
3. Malhotra O.P. The Law of Industrial Disputes Vol. I & II. Bombay, N.M. Tripathi, 1984.
4. Malik, P.L. Handbook of Industrial Law. Lucknow. Eastern Book, 1995.
5. Saini, Debi S. Labour Judiciary. Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
6. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994.
7. Seth, D.D. Industrial Disputes Act, 1947. Vol. I & II. Bombay N.M. Tripathi, 1995.  
Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Viikas, 1994.

## **Systems Specialisation**

### **BUS 3.4 SS: SYSTEMS ANALYSIS AND DESIGN**

- UNIT-I** Information Systems Environment: Systems Concept - Characteristics of a System -Elements of a System - Types of Systems - Man Made Information Systems. System Development Life Cycle: System Development Life Cycle - Design -Implementation, Post Implementation and Maintenance - Considerations for Candidate Systems - Prototyping.
- UNIT-II** Systems Planning and Investigation: Bases for Planning in Systems Analysis - Dimensions of Planning - Initial Investigation - Needs Identification - Determining the User's Information Requirements. Feasibility Study: System Performance -Feasibility Study: Feasibility Considerations. Steps in Feasibility Analysis -Feasibility Report - Oral Presentation.
- UNIT-III** Tools of Structured Analysis: Structured Analysis - Tools of Structured Analysis: Data Flow Diagram (DFD), Data Dictionary, Decision Tree and Decision Tables. Process and Stages of Systems Design: Process of Design: Design Methodologies -Major Development Activities - Audit Consideration.
- UNIT-IV** System Testing and Quality Assurance: System Testing - Nature of Test Data - Test Plan - Quality Assurance: Quality Assurance Goals in the Systems Life Cycle -Levels of Quality Assurance - Trends in Setting.
- UNIT-V** System Implementation and Software maintenance: Conversion: Activity Network for Conversion - Combating Resistance to Change. Post-Implementation Review: Request for Review - Review Plan. Software Maintenance.

#### REFERENCES:

1. Elias M. Awad - Systems Analysis and Design - Galotia Publications.
2. Hawryszkiewycz - Introduction to systems Analysis and Design- Prentice Hall of India.
3. Ram Bansal "Vigyacharya"<sup>7</sup> - Information systems analysis and Design - New Age International Publishers
4. Whitten J.L. & Bentilchy D Loimic - System Analysis and Design methods –McGraw Hill
5. Alan Dennis, Barbam Illaley Winom - System Analysis and Design - John Wiley & Sons
6. Kenneth E. Kendall & Julic E. Kendall - System analysis and design -Prentice Hall of India.
7. Jamers A Semm 'Information System Analysis & Design

## BUS 3.5 SS: DATABASE MANAGEMENT SYSTEM

- UNIT-I** Database Environment: Traditional File Processing Systems - Database Approach costs and Risks of the Database approach Range Database Applications - Components of the Database Environment - Evolution of Database Systems. Database Development Process Database Development within Information systems Development - Database Development Process - Managing the people involved in Database Development - Three-tiered Database.
- UNIT-II** Modeling Data in the Organization: Modeling the Rules of the organization - E-R Model - Entity - Relationship Model Constructs - Relationships. Logical Database Design and the Relational Model: Relational Data Model -Integrity Constraints - Transforming EER Diagrams into Relations - Introduction to Normalization - Basic Normal Forms - Merging Relations-Final Step for defining Relational Keys.
- UNIT-III** SQL: History of SQL - Role of SQL in a Database Architecture - SQL Environment -database in SQL - Inserting Updating and Deleting Data - Internal Schema in RDBMS - Processing Single Tables. Advanced SQL: Processing Multiple Tables -Ensuring traction Integrity -Data dictionary Facilities - SQL-99 Enhancement and Extensions to SQL-Triggers and Routines Embedded SQL and Dynamic SQL
- UNIT-IV** Physical Database Design and Performance: Physical Database Design Process - Designing Fields -Designing Physical Records and Demoralization - Designing Physical Files - Using and Selecting Indexes.
- UNIT-V** **Transaction Processing Concepts:**  
Introduction to Transaction Processing - Transaction and Systems Concepts - Desirable Practices of Transaction - Schedules and Recoverability - Serializability of Schedules.
- Concurrency Control Techniques:**  
Locking Techniques for Concurrency Control - Concurrency Control based on Time-Stamp Ordering - Multiversion Concurrency Control Techniques - Validation Concurrency Control Techniques - Granularity of Data items and Multiple Granularity locking - Using Locks for Concurrency Control Indexes.

### REFERENCES:

1. Jeffrey A Hoffer, Mary B.Proscott - Modern Database Management - Pearson Education.
2. Elmasri & Navathe: Fundamentals of Database Systems, 2<sup>nd</sup> Edition, Pearson Education.
3. Sitbergehatsz Jorth H.F. Database System Concepts - McGraw Hill
4. Hansen & Hansen - Database Management and Design, Prentice Hall of India
5. Panneer Selvam, Data Management System, Prentice Hall of India
6. Leon & Leon - Database Management Systems, Prentice Hall of India
7. Date C.J.An Introduction to Database Systems, Addison Willey.

## **BUS 4.1 CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT II**

- UNIT-I Evolution of Corporate Strategic Management – concept of Strategic Management and its importance – Strategic Management Model: Stages of strategic Management – Strategy Formulation, Strategy Execution and strategy Evaluation and Control; Top Management (CEO and Board of Directors) functions – Long term objectives, their setting and criteria; Corporate Social Responsibility (CSR) – corporate Governance.
- UNIT-II Strategic option models for resource allocation – concept of Strategic Business Units (SBUs) –BCG Growth – Share Matrix; GE/ Mckinsey Multi-factor portfolio planning Matrix; Bodnet Market Evolution Matrix.
- UNIT-III Corporate level (or Grand) strategies: Stability, Expansion, Divestment and coordination strategies; Types of Expansion strategies – I) Intensification strategies: Market penetration, Market Development and Product Development – ii) Diversification strategies: vertically integrated, concentric and conglomerate diversification strategies and their importance.
- UNIT-IV Strategies for Growth: start-ups, Mergers, Acquisitions, Takeover, Joint Ventures and Strategic Alliances – Some recent case studies of Growth strategies – Turnaround Management Strategies.
- UNIT-V Strategy Execution (or implementation) : Strategy and Structure; Strategy and Leadership; Strategy and Culture; Organisational performance – 7s framework: strategy, structure, system, skills, styles and shared values; The concept of Balanced Score Card – Triple Bottom-line approach

Strategy Evaluation and Control – purpose of strategic control; strategic, budgetary and operational control; Strategic control process; Strategic Audit.

### **Reference Books:**

1. Ansoff H. Igor, Corporate Strategy: An Analytical Approach To Business Policy For Growth And Expansion, McGraw – Hill, New York, 1965.
2. V.S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books
3. Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood (Illinois), 1971
4. Bhattachary, S.K. and N. Venkataraman: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
5. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw- Hill, International Edition.
6. Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.
7. Nitin Balwani, Strategic Management & Business Policy, Excel Books, New Delhi.
8. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press, Boston, 1994
9. Srinivasan R. Strategic Management – The Indian Context, Prentice Hall of India, New Delhi.
10. Vipin Gupta, Gollakota & Srinivasan, Business Policy and Strategic Management – Concepts and Applications, Prentice Hall of India, New Delhi.
11. Gupta N.S, Business Policy and Strategic Management – Text and Cases, Himalaya Publishing House, New Delhi.

## BUS 4.2: INTERNATIONAL BUSINESS

- UNIT-I** International business: An overview, Types of international business, International business environment – The external environment: The Economic and political environment, The Human cultural environment; Influence on trade and investment patterns.
- UNIT-II** Theories and institutions: Trade and investment, International trade theories – Determination of trading partner's independence, interdependence, dependence; Govt. influence on trade & investment: Tariff & Non-tariff barriers; Cross national co-operation agreements- Regional blocks; WTO.
- UNIT-III** Balance of payments accounts & Macro economic management; Global competitiveness – Technology & global competition, Globalization with social responsibility; International production; Internationalization of service firms; Stock markets.
- UNIT-IV** Country evaluation and selection; Modes of entry – Licensing, Joint ventures and Export management; International business negotiations & diplomacy: Asset protection, Multilateral settlements, Consortium approaches, External relations.
- UNIT-V** World economic growth and the environment- World financial environment – Recent world trade and foreign investment trends; Increased growth in international business in recent times.

### **Suggested books:**

1. Francis Cherunilam, International Business, Fourth edition Prentice-Hall of India private ltd, New Delhi, 2007.
2. Bhattacharya, International Business, Excel Books, New Delhi.
3. John D.Daniels & Lee H. Radebaugh., International Business, Pearson Education.
4. Vyuptakesh Sharam, International Business, Pearson education, 2006.
5. K.Awathappa, International Business, Tata McGraw-Hill, 2006.
6. Bhalla Madhava. V.K., International Business, New Delhi.
7. Shukla, International Business, Excel Books, New Delhi.
8. Conelly, International Business, Ane Books India, New Delhi.
9. Sundarmos Black; International Business Environment, Prentice Hall of India.
10. Bhalla Madhava.V.K., International Economy: Liberalization Process, New Delhi, Anmol,1993.



### **BUS 4.3 : Knowledge Management**

- UNIT-I Introduction: Definition, Scope and Significance of Knowledge Management, Difficulties in Knowledge Management - Techniques of knowledge Management Road Map of Knowledge Management -Implementation of Knowledge Management - Knowledge Sharing -Knowledge Hierarchy - Types of Knowledge.
- UNIT-II Drivers of Knowledge Management: Pillars of Knowledge Management - Knowledge Management Framework - Supply Chain of Knowledge Management - Six Cs for Creating Effective Knowledge Management -Formulation of Knowledge Management strategy, Formulation of Knowledge Management Programme - Critical Success Factors in Knowledge Management Implementation.
- UNIT-III Technology and Knowledge Management: Technology Components for Knowledge Management - Information - Technology and Knowledge Management - E - Commerce and Knowledge Management - Total Quality Management and Knowledge Management - Benchmarking and Knowledge Management.
- UNIT-IV Human Resource Management and Knowledge Management: Definition of Knowledge Worker - Managing Knowledge Worker - Reward Systems - Effective Career Planning - Performance Measurement, Training and Development.
- UNIT-V Learning Organisations : Organisations as Learning Systems - The Mystique of a Learning Organization - Outcomes of Learning - Learning and Change Innovation, Continuous Improvement, Corporate Transformation.

#### **Suggested Books :**

1. Honeycutt, Knowledge Management Strategies, Prentice Hall of India, New Delhi, 2000.
2. Raman A.T., Knowledge Management, Excel Books, New Delhi.
3. Archana Shukia & Srinivasan R., Designing Knowledge Management Architecture, Sage India Publications, New Delhi, 2002.
4. Darys Morey, Mark Maybury and Bhavani Thuraisingham, Knowledge Management, University Press, 2003.
5. Amrit Tiwana, The Knowledge Management Toolkit, Pearson Education, New Delhi, 2005.
6. Binod Khadria, The Management of Knowledge Workers, Sage India Publications, New Delhi, 1999.
7. Chowdary, Knowledge Management, Excel Books, New Delhi.
8. Suresh, Knowledge Management, Ane Books, New Delhi.
9. Kilotp Mpmals & Hirotaka Taccuchi, The Knowledge - Creating Company, Oxford University Press, London, 1995.
10. Madhukar Shukia, Comparing through Knowledge - Building & learning Organization, Response Books, New Delhi, 1997.
11. Yogesh Malhotra, Knowledge Management and Business Model Innovation, Idea Group Publishing, U.K., 2001.
12. Yogesh Malhotra, Knowledge Management and Virtual Organisations, Idea Group Publishing, U.K., 2000.

## **Finance Specialisation**

### **BUS 4.4 F: FINANCIAL DERIVATIVES**

UNIT-I	Introduction: Forwards and Futures Contracts, Other Derivatives -Trading - Regulation -Index Futures - Futures on Currencies - Interest Rate Futures - Derivatives Market in India
UNIT – II	Options Market: Properties of Stock Options - Mechanics of Option Markets - Underlying Assets - Stock Options - Warrants, Executive Stock Options, and Convertibles.
UNIT-III	Trading Strategies: Strategies Involving Options - Spread, Combinations, Other Payoffs -Options on Indices - Hedging Strategies Using Derivatives.
UNIT-IV	Options Valuation: Binomial Model - One-step and Two Step Binomial Trees - Black-Schools Model - Lognormal Property of Stock Prices - Volatility - Causes of Volatility.
UNIT – V	Swaps: Currency Swaps - Interest Rate Swaps - Equity Swaps - Credit Derivatives – Credit Default Swaps - Caps and Floors.

#### **References:**

1. John C. Hull : Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Franklin Edwards and Cindy Ma : Futures and Options, Tata McGraw Hill, New Delhi.
4. Redhead: Financial Derivatives : An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
5. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
6. Satyanarayana Chary.T., Financial Derivatives, Excel Books, New Delhi.
7. Preeti Singh, Financial Institutions, Ane Books India, New Delhi.
8. Brennet, M. Option Pricing: Theory And Applications, Lexington Books, Toronto.
9. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
10. Kumar S S S., Financial Derivatives, Prentice Hall of India, New Delhi.

## **BUS 4.5 F: MANAGEMENT OF FINANCIAL SERVICES**

- UNIT-I** Financial Services: Financial System and Markets - Nature and Scope of Financial Services -Financial Intermediation - Regulatory Framework for Financial Services - Financial Services and Management.
- UNIT – II** Asset Financing Services: Leasing - Legal, Tax and Accounting aspects of Leasing - Hire Purchase - Financial Evaluation of Hire Purchase Deals - Debt Securitization - Housing Finance - Inter-Corporate Loans.
- UNIT – III** Merchant Banking Services: Role and Functions of Merchant Banking -Issue Market and Other Services - Corporate Advisory Services - Market Making Process - SEBI guidelines on Merchant Banking.
- UNIT – IV** Financial Market Operations: Stock Exchange Operations - Stock Broking Services -Underwriting Services - Role of Portfolio Managers and Registrars - Mutual Funds -Regulations of SEBI on Mutual Fund Operations.
- UNIT-V** Allied Financial Services: Venture Capital - Insurance Services - Factoring, Forfaiting, Discounting - Depository System - Custodian and Custodial Services - Credit Rating – Credit Cards.

### **References :**

1. Bhalla.V.K. Management of Financial Services, Anmol Publications, New Delhi.
2. Chinmaoy Sahu, Management of Financial Services, Excel Books, New Delhi.
3. Avadhani V A., Marketing of Financial Services, Himalaya Publishing House, Mumbai.
4. David, B and Zenoff: Marketing of Financial Services, Ballinger Publishing co.
5. M.Y.Khan, Financial Services, Tata McGraw Hill, New Delhi.
6. Gordon E and Natarajan K., Financial Markets and Services, Himalaya Publishing House, New Delhi.
7. Verma, J.C: Merchant Banking, Tata McGraw-Hill, New Delhi
8. 7 Knnew, C. Trevor Watkins & Mike Wright: Marketing of Financial Services, HeinemannProfessional Pub.
9. Ramesh, S and Arun Gupta : Venture Capital, Oxford University press.

## BUS 4.6 F: PORTFOLIO MANAGEMENT

UNIT –I	Introduction to Portfolio Management: Portfolio Analysis - Risk and Investor Preferences -Measurement of Portfolio Risk and Return - Diversification of Risk.
UNIT – II	Portfolio Selection: Traditional Portfolio Selection - Markowitz Portfolio Model – Sharpe Single Index Model - Portfolio of Two and Three Securities.
UNIT – III	Capital Market Theory: Efficient Market Hypothesis - Capital Asset Pricing Model (CAPM) -Arbitrage Pricing Theory (APT).
UNIT – IV	Portfolio Performance Evaluation: Methods of Performance Evaluation - Sharpe's - Treynor's and Jensen's Measure for Portfolios Performance - FAMA's Decomposition.
UNIT-V	Portfolio Revision: Portfolio Revision Strategies - Formula Plans - Corporate Portfolio Management in India.

### References:

1. Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Amling. Frederic., Investment - An Introduction to Analysis and Management, Prentice Hall of India, New Delhi.
3. Parthieswara Rao.B., Portfolio Management, Excel Books, New Delhi.
4. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
5. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis, McGraw Hill, New York.
6. Herry. M. Markowitz., Portfolio Selection - Effective Diversification of Investments, John Wiley, New York.
7. Huang, Stanley S C and Randall, Naury R. Investment Analysis and Management, London, Allyn and Bacon, London.
8. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi,
9. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.
10. Ranganathan, M. & Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
11. Sharpe, William, F. G. Alexander, F. Bailey, and W. C. Sharpe, Investments, New Delhi, Prentice Hall of India.
12. William F Sharp., Portfolio Theory and Capital Markets, McGraw Hill, New York.

\* \* \*

## Marketing Specialisation

### BUS 4.4 M: INTERNATIONAL MARKETING

- Unit 1:** International marketing – Definition, concept and setting distinctions between International trade, Marketing and Business; Economic environment – International institutions: World Bank, IMF, UNCTAD, WTO, Customs union, Common markets, Free trade zones and economic communities.
- Unit 2:** Constraints on international marketing: Fiscal and non-fiscal barriers, Non – tariff barriers, Trading partners – Bilateral trading agreements, Commodity agreements and GSP.
- Unit 3:** India and world trade: Import and Export policies, Direction and quantum of India's exports; Institutional infrastructure for export promotion; Export promotion councils, Public sector trading agencies, ECGC, Commodity boards, etc.
- Unit 4:** Procedure and documents – Registration of exporters, Export quotations, Production and clearance of goods for exports, Shipping and transportation, Insurance, Negotiation of documents, Instruments of payments – Open account, Bills of exchange; Letter of credit; Export finance.
- Unit 5:** International Marketing Mix: Identification of markets, Product policy, international product life cycle, Promotion strategy.

#### Suggested Readings:

1. Cateora, International Marketing 11<sup>th</sup> ed., Tata McGraw Hill, 2002.
2. P.K.Vasudeva, International Marketing, Excel Books, New Delhi.
3. Bhattacharya. B. Export Marketing: Strategies for Success. New Delhi, Global, Business Press, 1991.
4. Johri, Lalit M. International Marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
5. Keegan, Warren. Global Marketing Management: Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
6. Michel, Business to Business Marketing, Ane Books India, New Delhi.
7. Onkvisit, Sak and Shaw, J J, International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
8. Pripalomi. V.H.: International Marketing: Prentice Hall.
9. Terpstra, Vem and Sarathy, R. International Marketing, Oriando, Dryden Press, 1991.
10. Walter, I and Murray, T. Handbook of International Business. New York, John Wiley, 1988.

## BUS 4.5. M: MARKETING OF SERVICES

UNIT-I	The Emergence of Service Economy; Nature of Services; Goods and Services Marketing - Marketing Challenges in Service Businesses; Marketing Framework for service Businesses;
UNIT-II	The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behavior; Service Management Trinity; Service Vision and Service Strategy;
UNIT-III	Quality Issues and Quality Models; Demand - Supply Management; Advertising, Branding and Packaging of Services; Recovery.
UNIT-IV	Management and Relationship Marketing; Service Marketing; Service Marketing of Financial Services – The Indian Scene - Designing of Service Strategy.
UNIT-V	Classification of Services, Marketing of financial services – the Indian scene –

### **Suggested Readings:**

1. Lovelock. Christopher H. Managing Services: Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
2. Ravi Shankar, Services Marketing, Excel Books, New Delhi.
3. Lovelock. Christopher H. Services Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
4. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth. Heinemann, 1996.
5. Newton M P Payne, A. The Essence of Services Marketing. New Delhi, Prentice Hall of India, 1996.
6. Bhattacharyajee C., Services Marketing, Excel Books, New Delhi.
7. Baron, Services Marketing, Ane Books India, New Delhi.
8. Verma, H.V. Marketing of Services. New Delhi, Global Business Press, 1993.
9. Zeithami, V. A. and Bitner, M.J. Services Marketing. New York, Tata McGraw Hill, 1996 2<sup>nd</sup> ed., 2001.

10.

### **BUS 4.6. M: SALES AND DISTRIBUTION MANAGEMENT**

- UNIT-I Selling: Concept, objectives, and functions of sales management; Fundamentals of selling; Selling Process; Salesmanship; Product and customer knowledge.
- UNIT-II Sales-Planning: Importance and types of sales planning sales planning process; Sales forecasting; Determining sales territories, sales quotas, sales budget.
- UNIT-III Sales Force management: Estimating manpower requirements for sales department; Planning for manpower-recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.
- UNIT-IV Control process: Analysis of sales volume, costs and profitability; Managing expenses of sales personnel; evaluating sales force performance.
- UNIT-V Concept of Physical Distribution – Logistics – Supply Chain Management – The Physical Distribution Concept: A Total System Perspective – Distribution Channels – Channel Structure – Factors Effecting Choice of Distribution Channels.

#### **Suggested Readings:**

1. Bowersox, Strategic Marketing, Channel, Management.
2. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi.
3. Gowersox, Supply chain Logistic Management, McGraw Hill, 2002.
4. Anderson. R. Professional Sales Management: Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
5. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1991.
6. Buskirk, R.H. and Stanton. W.J. Management of Sales Force. Homewood Illinois, Rochard D. Irwin, 1983.
7. Dyckhoff, Supply Chain Management, Ane Books India, New Delhi.
8. Dalrymple, D.J. Sales Management: Concepts and Cases. New York, John Wiley, 1989.
9. Johnson. E. M etc., Sales Management: Concepts, Practices and Cases. New York. McGraw Hill, 1986.
10. Stanton, William J etc., Management of Sales Force. Chicago, Irwin, 1995.
11. Stii, R. R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
12. Aftab Alam, Sales and Distribution Management, Wisdom Publications, New Delhi.

## **HRM Specialisation**

### **BUS. 4.4 OB & HRD: MANAGEMENT TRAINING AND DEVELOPMENT**

UNIT-I	Training Process - An Overview; Role, responsibilities and Challenges to Training Managers;
UNIT-II	Training Function - Organization and Management of Training function; Importance of Training.
UNIT-III	Training Needs - Assessment and Action, Research and Instructional Objectives and lesson Planning;
UNIT-IV	Learning Process; Training climate and Pedagogy; Developing Training Modules; Training Methods and Techniques;
UNIT-V	Training Planning, Training Communication, Training Aids. Training and Development in India, Recent Trends in Training and Development.

### **Suggested Readings:**

1. Uday Pareek, Training Instruments for HRD and OD, Tata Mcgraw Hill, 2002.
2. Pandu Naik, Training and Development, Excel Books, New Delhi.
3. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
4. Buckley R & Caple, Jim. The Theory & Practice of Training. London. Kogan & Page. 1995.
5. Lynton, R. Pareek, U. Training for Development 2<sup>nd</sup> ed. New Delhi, Vistaar, 1990.
6. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
7. P.L.Rao, Training and Development, Excel Books, New Delhi.
8. Deb, Training and Development, Ane Books India, New Delhi.
9. Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.
10. Reid, M.A., Training Interventions: Managing Employee Development. 3<sup>rd</sup> ed. London, IPM, 1992.
11. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization, London. Century, 1992.
12. Tiwari, New Dimensions in HRD, Wisdom Publications, New Delhi.



## **BUS. 4.5 OB & HRD: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS**

UNIT-I	Field of HRD – Concepts, Goals, Challenges; Staffing HRD Function, HRD Climate and Practices in India;
UNIT-II	Developing HRD Strategies; HRD system Design and Design Principles; Design & Administration of Selected HRD Systems;
UNIT-III	HRD for Workers; HRD Intervention;
UNIT-IV	HRD approaches for coping with Organizational changes.
UNIT-V	Case Studies of HRD in Indian Organizations, Case studies of HRD in Indian Organisational Changes.

### **Suggested Readings:**

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems. New Delhi, Concept.1993.
3. Kohil, Udes, & Sinha, Dhami P. HRD. Global Challenges & Strategies in 2000 AD New Delhi, ISTD, 1995.
4. Maheswari, B.L. & Sinha, Dhami P. Management of Change Through HRD. New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response. New Delhi, Tat McGraw Hill, 1992.
6. Rao, T.V. etc. Alternative Approaches & Strategies of Human Resource Development. Jaipur. Rawat, 1988.
7. Silvera, D.N. HRD: The Indian Experience. Delhi, New India, 1991.

## **BUS 4.6. OB & HRD: Management Development**

- UNIT-I** Management development: Perspectives; MD and Management education  
Pitfalls, continuing need, need for effective MD, MD policy and committees.
- UNIT-II** Planning the strategies and programme to reach MD objectives
- UNIT-III** Management development methods: Training for human relations, Leadership,  
Teamwork, Communication and Creativity.
- UNIT-IV** Management effectiveness audit and Management inventory.
- UNIT-V** Conduction of MD programme: Role of Programme co-ordinator, Trainee & Top  
management, Evaluation: Getting management training to pay –off.

### **Suggested Readings:**

1. Uday Pareek, Training Instruments for HRD and OD, Tata McGraw Hill, 2002.
2. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
3. Buckley R & Caple, Jim. The Theory & Practice of Training. London. Kogan & Page. 1995.
4. Lynton, R. Pareek, U. Training for Development 2<sup>nd</sup> ed. New Delhi, Vistaar, 1990.
5. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
6. Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.
7. Reid, M.A. etc., Training Interventions: Managing Employee Development. 3<sup>rd</sup> ed. London, IPM, 1992.
8. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization, London. Century, 1992.

## **Systems Specialisation**

### ***BUS 4.4. SS: E-BUSINESS***

**UNIT-I** Evolution of E-Business: Significance of E-Business - Future of E-Business - Success of E-Business -Success of E-Business. Building Blocks for E-Business: Framework - Building Blocks - Streams in E-Business - value streams - logistic streams.

**UNIT-II** Organizational Culture, Frame work & Supply Chain: Enterprise Resource Planning: high demand of ERP - Implementation - Customers Relationship Management -Customer - Centric Architecture -Selling Chain Management - Supply Chain Management - Supply Chain Planning.

**UNIT-III** E-Business Models: Categorization of models - Developing E-Business models - Constructing E-Business design - Criteria for evaluation of e-business - Factors for a successful E-Business - Trends of e-business customer service.

**UNIT-IV** Building E-Business Infrastructure: LAN-WAN - Quality of Service - Networking -Maintaining and Optimizing E-Business sites. Consumer Privacy and Protection Issues: Privacy issues: Trust e Program - Privacy Links and Resources - Security and digital signature management - Network security - Fire walls security - Public key infrastructure.

**UNIT-V** Configuring E-business Server: E-Business servers: Major players - Third party services. Connecting Clients: Client connectivity - IP Addressing -Hardware and Software requirements - Web browsers - Java - Active Server Page.

### **REFERENCES:**

1. M.P.Jaiswal, V. Ganesh Kumar - E-Business Models -Success strategies, Excel Books
2. Rober C. Elsenpeter, Toby J.Velte - E-business - A Begineers Guide, Tata McGraw Hill.
3. William J. Buffan - E-Business and IS Solutions, Pearson Education.
4. Ravi Kalakota & Marcia Robinson - E-Business - A Road Map for success, Addson Wesley Long Man Inc. Pearson Education.
5. Parag Diwan, E-Commerce, Excel Books, New Delhi.

## ***BUS 4.5. SS: ENTERPRISE RESOURCE PLANNING***

- UNIT-I** Enterprise Resource Planning (ERP): Evolution of ERP - Reasons for the growth of ERP market - Advantages of ERP - Causes of ERP implementation Failures. ERP and Related Technologies: Business Process Reengineering (BPR) - On line analytical Processing (OLAP) - Supply Chain Management.
- UNIT-II** ERP-A Manufacturing Perspective: Material Requirement Planning (MRP) - Manufacturing Resource Planning (MRP - *II*) Distribution Requirement Planning (DRP) - JIT and Kanban - Computer - Aided Design/Computer - Aided Manufacturing (CAD/CAM) - Product Data Management - Process Management -Benefits of ERP.
- UNIT-III** ERP Implementation Life Cycle: Pre-evaluation Screening - Package Evaluation - Project Planning Phase - Gap Analysis - Reengineering - Configuration - Implementation Team Training - Post - Implementation. Vendors, Consultants and Users: In-house Implementation -Pros and Cons-Vendors - Consultants - End -users.
- UNIT-IV** Future Directions in ERP: New Markets and Channels - Faster Implementation Methodologies - Business Models - and BAP is - Convergence on Windows NT - application Platforms - New Business Segments - More Features - Web Enabling -Market Snapshot.
- UNIT-V** ERP Market: SAP AG - Baan Company - Oracle Corporation - People Soft-JD Edwards World Solutions Company - System Software Associates Inc. (SSA) - QAD - Recent Developments.

### **REFERENCES**

1. Alexis Leon, Enterprise Resource Planning, Tata McGraw Hill Publishing Co. Ltd.
2. Parag Diwan, Enterprise Resource Management, Excel Books, New Delhi.
3. Vinod Kumar Garg and Venkata Krishan - Enterprise Resource Planning, Prentice Hall of India,
4. Sadagopan S- Enterprise Resource Planning - A Managerial Perspective, Tata McGraw Hill

## **BUS 4.6. SS: Relational Data Base Management Systems (RDBMS)**

- UNIT-I** Relational Model, Languages and Systems: Relational Model Concepts, Relational Constraints and Relational Database Scheme - Update Operations. Relational Database Management Systems: Oracle and Microsoft Access.
- UNIT-II** Database Design Theory and Methodology: Functional Dependencies and Normalization for Relational Databases: Normal Forms - Boyce Codd Normal Form. Relational Database Design Algorithms and Further Dependencies.
- UNIT-III** System Implementation Techniques: Transaction Processing Concepts: Transaction and System Concepts - Schedules and Recoverability - Serializability of Schedules. Concurrency Control Techniques: Timestamp Ordering - Granularity - Locks.
- UNIT – IV** Advanced Database Concepts and Emerging Applications: Distributed Database Concepts: Data Replication and Allocation - Types of distributed database systems -Query Processing in distributed databases - Recovery in Distributed Database.
- UNIT-V** Database Security and Authorization: Security Issues - Access protection - Multilevel Security - Concepts of Database Warehousing and Data Mining.

### **REFERENCES**

1. Elmasri R and Navathe S. fundamentals of Database Systems, Addison Wesley
2. Conolley, Begg & Strachan, Database Systems - A Practical Approach to Design, Implementation & Management - Addison West ey.
3. Date C.J. An Introduction to Database Systems, Pearson Education.
4. Korth, silberschatz & Sudarshan, Database System Concepts, McGraw hill
5. Ramakrishnan. R. Database Management Systems, McGraw Hill
6. Valduriez P and Gardarin G. Analysis and Comparision of Relational Database Systems - Addison, Wesley.
7. Elmasri/Somayajulu - fundamentals of Data Base Systems - Pearson Education