## MASTER OF BUSINESS ADMINISTRATION (MBA)
### II TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS

### SEMESTER – II

<table>
<thead>
<tr>
<th>Code No.</th>
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### SUMMER SEMESTER (6 WEEKS)

#### SUMMER PROJECT

Project report of the Summer Project is to be submitted by the students within 30 days from the commencement of the 3rd semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

### SEMESTER – III

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### SEMESTER – IV

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**TOTAL CREDIT : 26+27+12 = 65**
# LIST OF ELECTIVES

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

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**NOTE**: Three electives from any two among the 5 area of specialization are to be chosen by the Students.
UNIT I  INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT

UNIT II  FORECASTING, CAPACITY AND AGGREGATE PLANNING
Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP.

UNIT III  DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS

UNIT IV  MATERIALS MANAGEMENT

UNIT V  PROJECT AND FACILITY PLANNING

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
UNIT I FOUNDATIONS OF FINANCE
Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

UNIT II INVESTMENT DECISIONS
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

UNIT III FINANCING AND DIVIDEND DECISION
Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.
Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

UNIT IV WORKING CAPITAL MANAGEMENT

UNIT V LONG TERM SOURCES OF FINANCE
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES

UNIT I INTRODUCTION
UNIT II  MARKETING STRATEGY  12  
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

UNIT III  MARKETING MIX DECISIONS  12  

UNIT IV  BUYER BEHAVIOUR  12  
Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V  MARKETING RESEARCH & TRENDS IN MARKETING  12  

TOTAL:60 PERIODS

TEXT BOOKS

REFERENCES

BA9224  HUMAN RESOURCE MANAGEMENT  LT P C  
3 0 0 3

UNIT I  PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT  5  

UNIT II  THE CONCEPT OF BEST FIT EMPLOYEE  8  
UNIT III TRAINING AND EXECUTIVE DEVELOPMENT
Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS

TOTAL:45 PERIODS

TEXT BOOKS

REFERENCES

BA9225 MANAGEMENT INFORMATION SYSTEMS
UNIT I INTRODUCTION
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

UNIT II SYSTEMS ANALYSIS AND DESIGN

UNIT III INFORMATION SYSTEM
UNIT IV  SECURITY AND CONTROL
Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.

UNIT V  NEW IT INITIATIVES
E- business, e-governance, ERP, SCM, e-CRM, Datawarehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

TOTAL:45 PERIODS

TEXT BOOKS

REFERENCES

BA9226  APPLIED OPERATIONS RESEARCH FOR MANAGEMENT  LT P C
3 1 0 4

UNIT I  INTRODUCTION TO LINEAR PROGRAMMING (LP)  12
Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases.

UNIT II  LINEAR PROGRAMMING EXTENSIONS  12
UNIT III INTEGER LINEAR PROGRAMMING AND GAME THEORY 12
Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 12

UNIT V QUEUING THEORY AND REPLACEMENT MODELS 12
Queueing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 60 PERIODS

TEXT BOOKS

REFERENCES

BA9227 BUSINESS RESEARCH METHODS LT P C 3 0 0 3

UNIT I INTRODUCTION 9

UNIT II RESEARCH DESIGN AND MEASUREMENT 9

UNIT III DATA COLLECTION 9
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of
questionaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS 9

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH 9

TOTAL: 45 PERIODS

TEXT BOOKS

BA9228 BUSINESS APPLICATION SOFTWARE LT P C
0 0 4 2

UNIT I OFFICE MANAGEMENT 14
Exercises to familiarize Word, Spreadsheet, Presentation and Web publishing packages – E-Mail – Video Conferencing – Introduction to HTML.

UNIT II FUNCTIONAL MANAGEMENT 16
1. Financial And Accounting Management:
2. Operations Management:
   Exercises on operational decision making – models using packages - linear programming, assignment models.
3. Project management
   Familiarize the project planning, scheduling and tracking with support of the project management packages.
UNIT III SOFTWARE DEVELOPMENT AND INTEGRATION 15

**Database:**
Exercises on database creation, manipulation and transactions using query languages.

**Input and Output Design:**
Exercises on I/O design – simulating basic calculator operations using any front end packages.

**Integration:**
Designing an application and integrating database and front end.

UNIT IV ADVANCED STATISTICAL SOFTWARE 15

Exercises to use research data and analyze using various statistical methods (learned in statistics management course) using any of the statistical packages.

Introduction and hands on experience with freely downloadable data mining and Business Intelligence packages.

TOTAL:60 PERIODS

REFERENCES

BA9229 SEMINAR II - CONTEMPORARY MANAGEMENT LT P C 0 0 2 1

**Note:** Following is the list of topics suggested for preparation and presentation by students.

1. Culture and Management.
2. Emotional intelligence and Management.
3. Information systems and Management functions.
4. Internet marketing.
5. Retail Management.
6. HR accounting and audit.
7. Reputation management.
8. Brand Building and Management.
10. Six sigma.

TOTAL:30 PERIODS
UNIT I INTRODUCTION

UNIT II INTERNATIONAL TRADE AND INVESTMENT

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.

TEXT BOOKS

TOTAL: 45 PERIODS
UNIT I  STRATEGY AND PROCESS

UNIT II  COMPETITIVE ADVANTAGE

UNIT III  STRATEGIES

UNIT IV  STRATEGY IMPLEMENTATION & EVALUATION
The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V  OTHER STRATEGIC ISSUES
Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL:45 PERIODS

TEXT BOOKS

REFERENCES
Note: Following is the list of topics suggested for preparation and presentation by students.

1. Knowledge Systems and Management.
2. Holistic Marketing.
4. Integrated Marketing communications.
5. International HR issues.
7. Corporate Governance.
8. Economic and Business Intelligence.

TOTAL: 30 PERIODS

MARKETING ELECTIVES

BA9251 BRAND MANAGEMENT

UNIT I INTRODUCTION 8

UNIT II BRAND STRATEGIES 10

UNIT III BRAND COMMUNICATIONS 8
Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – Online Brand Promotions.

UNIT IV BRAND EXTENSION 9
Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE 10

TOTAL: 45 PERIODS
UNIT I  INTRODUCTION  9
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II  RETAIL FORMATS  9
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III  RETAILING DECISIONS  9
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

UNIT IV  RETAIL SHOP MANAGEMENT  9

UNIT V  RETAIL SHOPPER BEHAVIOUR  9
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India- Case studies.

TOTAL:45 PERIODS

TEXT BOOKS
REFERENCES

BA9253 SERVICES MARKETING LT P C
3 0 0 3

UNIT I INTRODUCTION

UNIT II SERVICE MARKETING OPPORTUNITIES
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT

UNIT IV SERVICE DELIVERY AND PROMOTION
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

TOTAL:45 PERIODS

TEXT BOOKS

REFERENCES
UNIT I  INTRODUCTION TO ADVERTISEMENT  9
Concept and definition of advertisement – Social, Economic and Legal Implications of
advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration
– Advertisement campaigns – case studies.

UNIT II  ADVERTISEMENT MEDIA  9
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of
advertisements - related to sales – Media strategy and scheduling.

UNIT III  DESIGN AND EXECUTION OF ADVERTISEMENTS  9
Message development – Different types of advertisements – Layout – Design appeal – Copy
structure – Advertisement production – Print – Radio, T.V. and Web advertisements – Media
Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case
studies.

UNIT IV  INTRODUCTION TO SALES PROMOTION  9
Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion
techniques – Trade oriented and consumer oriented.

UNIT V  SALES PROMOTION CAMPAIGN  9
Sales promotion – Requirement identification – Designing of sales promotion campaign –
Involvement of salesmen and dealers – Out sourcing sales promotion national and international
promotion strategies – Integrated promotion – Coordination within the various promotion
techniques – Online sales promotions - case studies.

TOTAL: 45 PERIODS

TEXT BOOKS
1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing
   communication, Prentice Hall of India, New Delhi, 2003.

REFERENCES
1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi,
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore,
   1998.
UNIT II  CONSUMER BEHAVIOR MODELS
Industrial and individual consumer behaviour models - Howared- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III  INTERNAL INFLUENCES
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV  EXTERNAL INFLUENCES
Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT V  PURCHASE DECISION PROCESS
High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

TOTAL:45 PERIODS

TEXT BOOKS

REFERENCES
UNIT IV CRM PLANNING AND IMPLEMENTATION

UNIT V TRENDS IN CRM
e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TEXT BOOKS

REFERENCES

FINANCE ELECTIVES

BA9257 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT LT P C
3 0 0 3

UNIT I INVESTMENT SETTING

UNIT II SECURITIES MARKETS

UNIT III FUNDAMENTAL ANALYSIS
UNIT IV  TECHNICAL ANALYSIS  9

UNIT V  PORTFOLIO MANAGEMENT  9
Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
UNIT V OTHER FUND BASED FINANCIAL SERVICES
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfaiting – Venture Capital.

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Website of SEBI

BA9259 INTERNATIONAL TRADE FINANCE

UNIT I INTERNATIONAL TRADE 9

UNIT II EXPORT AND IMPORT FINANCE 9

UNIT III FOREX MANAGEMENT 9

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 9

UNIT V EXPORT PROMOTION SCHEMES 9

TOTAL: 45 PERIODS
TEXT BOOKS

REFERENCES
3. Website of Indian Government on EXIM policy

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UNIT I  INDUSTRIAL FINANCE  9
Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE  6

UNIT III ADVANCED FINANCIAL MANAGEMENT  12
Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION  10
Simulation and financing decision - cash inadequacy and cash insolvency -determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment - financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE  8
Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics - Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
5. Website of SEBI
UNIT I  INTRODUCTION  
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options  
Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and  
Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives –  
Risks in Derivatives.

UNIT II  FUTURES CONTRACT  
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using  
Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and  
Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and  
Spot Prices.

UNIT III  OPTIONS  
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put  
Options – American and European Options – Intrinsic Value and Time Value of Options –  
Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing  
models – Differences between future and Option contracts.

UNIT IV  SWAPS  
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary –  
Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –  
Credit Risk.

UNIT V  DERIVATIVES IN INDIA  
Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in  
Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock  
Options and Index Options in NSE – Contract Terminology and Specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS

TEXT BOOKS
2. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and  
SWAPs’,– PHI Learning, 2008.

REFERENCES
4. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India,  
2008.
5. Website of NSE, BSE.
UNIT I INVESTMENT DECISIONS 12

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 9
Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 9
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS 6
Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS 9
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL:45 PERIODS

TEXT BOOKS
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008

REFERENCES
5. Website of IDBI related to project finance

HUMAN RESOURCE ELECTIVES

UNIT I DEFINING THE MANAGERIAL JOB 8
UNIT II  DESIGNING THE MANAGERIAL JOB  12

UNIT III  THE CONCEPT OF MANAGERIAL EFFECTIVENESS  7
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV  ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS  8

UNIT V  DEVELOPING THE WINNING EDGE  10
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

TOTAL:45 PERIODS

REFERENCES

BA9264  ENTERPRENEURSHIP DEVELOPMENT  LT P C
3 0 0 3

UNIT I  ENTREPRENEURAL COMPETENCE  6

UNIT II  ENTREPRENEURAL ENVIRONMENT  12
UNIT III BUSINESS PLAN PREPARATION 12

UNIT IV LAUNCHING OF SMALL BUSINESS 10

UNIT V MANAGEMENT OF SMALL BUSINESS 5
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL:45 PERIODS

TEXT BOOKS

REFERENCES

BA9265 ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT LT P C
3 0 0 3

UNIT I ORGANISATION & ITS ENVIRONMENT 8

UNIT II ORGANIZATIONAL DESIGN 15
Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment-Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.
UNIT III  ORGANISATIONAL CULTURE  6
Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture
- Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV  ORGANISATIONAL CHANGE  6

UNIT V  ORGANISATION EVOLUTION AND SUSTENANCE  10
Organizational life cycle – Models of transformation – Models of Organizational Decision making
- Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, South Western Thompson, 2007

BA9266  INDUSTRIAL RELATIONS AND LABOUR WELFARE  LT P C
3 0 0 3

UNIT I  INDUSTRIAL RELATIONS  7
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT II  INDUSTRIAL CONFLICTS  12

UNIT III  LABOUR WELFARE  8
UNIT IV  INDUSTRIAL SAFETY

UNIT V  WELFARE OF SPECIAL CATEGORIES OF LABOUR

TOTAL:45 PERIODS

TEXT BOOKS

REFERENCES

BA9267  LABOUR LEGISLATIONS  L TP C
3 0 0 3

Legal Provision relating to
a) Wages
b) Working Conditions and Labour Welfare
c) Industrial Relations
d) Social Security

Contained in the following acts are to be studied.

<table>
<thead>
<tr>
<th>Act</th>
<th>Periods</th>
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<tbody>
<tr>
<td>The Factories Act, 1948</td>
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<tr>
<td>The Trade Unions Act, 1926</td>
<td>4</td>
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<tr>
<td>The Payment of Wages Act, 1936</td>
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<td>The Minimum Wages Act, 1948</td>
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<td>The Industrial Disputes Act, 1947</td>
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<tr>
<td>The Workmen’s Compensation Act, 1923</td>
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</tbody>
</table>
7. The Payment of Gratuity Act, 1972 3
8. The Payment of Bonus Act, 1965 3
10. The Employees State Insurance Act, 1948 4
11. The Industrial Employment (Standing Orders) Act, 1946 3
12. The Apprentices Act, 1961 2
13. The Equal Remuneration Act, 1976 2
15. Contract Labour Regulations and Abolition Act, 1970 2
16. The Child Labour Prevention and Regulation Act, 1986 2

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
3  Respective Bare Acts.

BA9268  STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT  L T P C

UNIT I  HUMAN RESOURCE DEVELOPMENT  10

UNIT II  E-HRM  6

UNIT III  CROSS CULTURAL HRM  7
UNIT IV CAREER & COMPETENCY DEVELOPMENT
development Models– Career Motivation and Enrichment –Managing Career plateaus-
Designing Effective Career Development Systems – Competencies and Career Management –
Competency Mapping Models – Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective
Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling -
Components of Counseling Programs – Counseling Effectiveness – Employee Health and
Welfare Programs – Work Stress – Sources - Consequences – Stress Management

TOTAL: 45 PERIODS

TEXT BOOKS
1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development,

REFERENCES
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning,
   2007.
   2007.
5. Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management ,

SYSTEMS ELECTIVES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>LT P C</th>
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<tbody>
<tr>
<td>BA9269</td>
<td>DATABASE MANAGEMENT SYSTEM</td>
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</table>

UNIT I INTRODUCTION
Database and DBMS – characteristics – importance – advantages – evolution - codd rules-
database architecture; data organization- file structures and indexing

UNIT II MODELING AND DESIGN FRAME WORK
Data models- Conceptual design- ER diagram-relationships- normalization -data management
and system integration

UNIT III DATABASE IMPLEMENTATION
Query languages-SQL for data creation, retrieval and manipulation, database transactions,
concurrency control, atomicity, recovery, security, backup and recovery, data base
administration- client server architecture based RDBMS.

UNIT IV DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES
Concepts of distributed databases and design, Object oriented databases-object life cycle
modeling conceptual design-UML.
UNIT V   EMERGING TRENDS
Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

TOTAL:45 PERIODS

TEXT BOOKS
1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7th edition, Cengage Learning,

REFERENCES

BA9270       E - COMMERCE TECHNOLOGY AND MANAGEMENT       LT P C
3 0 0 3

UNIT I       INTRODUCTION TO E-COMMERCE
Electronic commerce and physical commerce - Economic forces – advantages – myths - business models.

UNIT II      TECHNOLOGY INFRASTRUCTURE
Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.

UNIT III     BUSINESS APPLICATIONS
Consumer oriented ecommerce – etailing and models - Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government, EDI on the internet, SCM; Web Auctions, Virtual communities and Web portals

UNIT IV      ECOMMERCE PAYMENTS AND SECURITY
E payments - Characteristics of payment of systems, protocols, E-cash, E-check and Micro payment systems.

UNIT V       LEGAL AND PRIVACY ISSUES IN E-COMMERCE
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws , contracts and warranties . Taxation and encryption policies.

TOTAL:45 PERIODS
TEXT BOOKS

REFERENCES

BA9271 ENTERPRISE RESOURCE PLANNING

UNIT I INTRODUCTION 8
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems - Case studies.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES 10

UNIT III ERP IMPLEMENTATION 10

UNIT IV POST IMPLEMENTATION 8
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation -case studies.

UNIT V EMERGING TRENDS ON ERP 9
Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

TOTAL:45 PERIODS

TEXT BOOK
REFERENCES

OPERATIONS ELECTIVE

BA9272 SUPPLY CHAIN AND LOGISTICS MANAGEMENT LTP C
3 0 0 3

UNIT I INTRODUCTION

UNIT II LOGISTICS MANAGEMENT

UNIT III NETWORK DESIGN

UNIT IV SOURCING AND INVENTORY MANAGEMENT
Sourcing – Make vs buy decision, Creating World Class Supply base, World Wide Sourcing Inventory Management – managing cycle inventory, safety inventory. Value of information, Bullwhip effect, Coordination in supply chain, Analysing impact of supply chain redesign on the inventory

UNIT V CURRENT TRENDS

TOTAL: 45 PERIODS

TEXT BOOKS
REFERENCES

BA9273 PRODUCT DESIGN LT P C
3 0 0 3

UNIT I INTRODUCTION 9

UNIT II PRODUCT PLANNING 9

UNIT III PRODUCT CONCEPT 9

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS 9

UNIT V PATENTS 9

TOTAL: 45 PERIODS

TEXT BOOK

REFERENCES
BA9274 SERVICES OPERATIONS MANAGEMENT LT P C 3 0 0 3

UNIT I INTRODUCTION
Importance and role of Services - Nature of services - Service classification Service Package Service Strategy - Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN

UNIT III SERVICE QUALITY

UNIT IV OPERATING SERVICES

UNIT V TOOLS AND TECHNIQUES
Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System – Method for customer selection.

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES