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<td><strong>Semester – I</strong></td>
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<td>09MB 01 Management and Organizational Behavior</td>
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<td>09MB16 Cost and Management Accounting</td>
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<td>09MB22D Information Systems, control and Audit</td>
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<td>09MB19D Business Intelligence</td>
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<td>09MB23C Management of Change</td>
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<td>09MB20 Elective II (Choose any One)</td>
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<td>09MB23D Decision Support Systems</td>
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<td>09MB24A Services Marketing</td>
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<td>09MB24B Risk Management and Insurance</td>
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The Objective of the course is to give a basic perspective of Management theories and practices. This will form foundation to study other functional areas of management. Also this course provides insight into behavioral issues.


**Unit – 5:** Communication and Control: Meaning, Types of communication and barriers to effective communication in Organizations, Using Communication Skills to manage Conflicts. Controlling: Basic control process- Requirements for effective control – control techniques – Overall controls and preventive controls.
References
- Kellogg: Conflict in Organizational Groups, Kogan Page, 2009
- Schermerhorn: Management, Wiley 2009
- BPP: Organisational Behaviour, Viva, 2009
- Aswathappa: Organisational Behaviour, Himalaya, 2009
- Certo and Certo: Modern Management, 10/e, PHI, 2009

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<td>KOCHAR JAYANT</td>
<td>IMPORTANCE OF CUSTOMER FOCUS TO AN ORGANIZATION</td>
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<td>SRINIVASAN VENU</td>
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<td>Founder chairman, Prasanna Trust</td>
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<td>GOPALA KRISHNA. R</td>
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<tr>
<td>Executive Vice President, SCM</td>
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Pepsi food Limited.

**T HARI SINH RAJENDRA**
CREATING A LEADERSHIP PIPELINE

**UPENDRA UDAI,**
Vice President (Global HR), Ranbaxy Laboratories Ltd

**BALLYAN A.K**
Director (HR), ONGC Ltd.

**SCHMITT LARRY,**
INNOVATION: A KEY TOOL FOR THE NEW MANAGER

**BARBHAIYA RASHMI,**

**PANI PRABHAT**

CNBC CDs TV18

- An innovation Culture, 2008
- Cultivating an innovative culture, 2008
- Developing a Passion for Excellence
- Developing Continuous Improvement
The Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing, Production and Finance from a broader perspective.

**Unit – 1:** Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist.

- Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.

**Unit – 2:** Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty - Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

**Unit – 3:** Production Analysis: Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

**Unit – 4:** Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.


**References**

- Geetika & Piyali ghosh: Managerial Economics, TMH, 2009
- Petersen, Lewis and Jain: *Managerial Economics*, Pearson, 2009
- Mithani: Managerial Economics, HPH, 2009
- Bharath Singh: Managerial Economics, Excel, 2009
The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires. Also it is intended to facilitate for the development of an insight into different statistical tools for data analysis, interpretation and presentation of reports in different functional areas of management.

*Statistical table is required for students at the time of examination*

Unit – 1: Introduction
Nature and Importance of research, the role of business research, aims and types of social research, research process - primary data and secondary data, Questionnaire and schedules as tools of collecting data. Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. SPSS for tabulation and SPSS and Report Presentation- Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

Unit – 2: Measurement concepts

Unit – 3: Statistical Tools-I
Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation- Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

Unit – 4: Statistical Tools-II
Time series, utility of time series, components, measurement of trend through Method of Least Squares, Moving averages, and Graphical methods. Index Numbers: Laspeyres’s Index, Paasche’s Index, Fischer’s Ideal index, Time Reversal and Factor Reversal tests.

Unit – 5: Statistical Inference
Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

References
- Gaur: Statistical Methods for Practice and Research, Sage Publication, 2009
- Bhandarkar & Wilkinson: Methodology and Techniques of Social Research, Himalaya, 2009
- Shajahan: Research Methods for Management, 3/e, Jaico, 2009
- J.K.Sachdeva: Business Research Methodology, Himalaya, 2009
- Nargundkar: Marketing Research Tests and Cases, TMH, 3/e, 2009
- Narayana Reddy,Acharyulu: Research Methodology and Statistical Tools, Excel, 2009
The Objective of the course is to provide the basic inputs on maintaining books of accounts, preparation of financial statements, analysis and interpretation of financial statements.

Unit – 1: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP) Overview of the Accounting Process- Journal and ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Accounting standards as Issued by Institute of Chartered Accountants of India (ICAI)- Limitations of financial statements.

Unit – 2: Valuation of fixed assets and Inventory: Tangible Vs Intangible assets, depreciation of fixed assets and methods of depreciation- Inventory Valuation: Methods of inventory valuation.


References
- Gokul Sinha: Financial Statement Analysis, PHI, 2009
- Jawaharlal: Accounting for Management, HPH,2008
The objective of the course is to enable students understand and appreciate the legal and regulatory framework of Indian operations of business.


References
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 3/e, 2009
- Kuchal: Business Law, Vikas, 2009
The Objective of the course is to provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The exposure to PROWESS developed by Centre for Monitoring Indian Economy is with a view to make students aware of data bases of Indian Companies and enables them to work on mini projects and think of topic for their final year project.

Unit – 1: Experiments covering Basics of SQL, PL/SQL, SQL statements, Views, Joins, Constraints, operators, indexes, Functions,

Unit – 2: PL/SQL block structures, Procedure. Practice Exercises using SQL statements on the following aspects Employee payroll data, Purchase order of a book company, Inventory Management.

Unit – 3: Overview of MS-Excel features, Creating worksheet, Entering and Editing text, Entering and Editing Formulas. Hands on experience with Prowess of CMIE and a few simple exercises on ratio analysis using the package.

Unit – 4: Overview of SPSS, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package.

Unit – 5: Exercises:
Test-1:- Creating and Editing a Data File.
Test-2:- Cross Tabulation and chi-Square Analyses.
Test-3:- The one-way ANOVA procedure: one-way Analysis of variance.
Test-4:- Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix.
Test-5:- Multidimensional scaling.

References

Introduction to Computers
- Peter Norton, Introduction to Computers, 8/e, TMH, 2008
- Introduction to Information Technology, ITL Education, Pearson Education, 2009
- Dhiraj Sharma: Foundation of Information Technology, Excel, 2009
- V.Rajaraman, Introduction to Information Technology, PHI, 2009

MS-Excel
- Ron Mansfield: Working in Microsoft Office, TMH, 2008
- David Whigham: Microsoft Excel, Data Analysis and Decision Making, Oxford, 2009

**SQL, PL/SQL**
- Scott Urman, Ron Hardman: Oracle Database 10g, PL/SQL Programs, TMH, 2009
- Benjamin Rosenzweig: Oracle PL/SQL by example, PHI, 2008.
- Groff: SQL 2/e, the Complete Reference, TMH, 2009.
- Urman, Hardman, McLaughlin: PL/SQL Programming, Oracle Press, TMH, 2009
- Rosenzweig: Oracle PL/SQL by example, 3/e, Pearson Education, 2009

**Oracle**
- Casteel: Oracle 10 g & SQL, Cengage, 2009
- Sunderraman: Oracle 9i Programming, Pearson Education, 2009
- Scott Urman: *Oracle 9i-PL SQL Programming*, TMH, 2009.

**SPSS**
- Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009
09MB08 MARKETING MANAGEMENT

The objective of the course is to provide the students a clear view on the Marketing management, which has Marketing mix and Basics of Marketing as its main part of the curriculum.


References
- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2009
- Peter Chevton: Key Marketing Skills, Kogan Page, 2009
- K. Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya, 2009
- David Jobber & John Fahy: Foundations of Marketing, TMH, 2009
- Patrik Forsyth: Marketing Stripped Bare, Kogan Page, 2009

**CDs (EXCEL MULTIMEDIA)**

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<tr>
<td>SASIDDIQUI S.Y. CHAINANI</td>
<td>CREATING CUSTOMER</td>
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<td>RAWAT SUDHANSHU</td>
<td>IT TOOLS FOR ENHANCING CRM</td>
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<td>Sr. Project Manager, Oracle Ind Pvt Ltd.</td>
<td>DELIVERY SYSTEM QUALITY</td>
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<td>MAGO SANJEEV</td>
<td>APPLICATIONS FOR DELIVERING CRM</td>
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<td>STRATEGIES FOR YOUTH</td>
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<td>DOMINATED MARKETS</td>
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<td>Director of Post Graduate Studies, Marketing school London.</td>
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<td>GOPALAKRISHNA R,</td>
<td>WINNING IN THE ERA</td>
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<td>ELLIS LEN</td>
<td>PREEMPTIVE CRM: RETAINING</td>
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<td>Executive Vice President, Director Of strategy, Wunderman, USA</td>
<td>CUSTOMERS WHEN COMPETITION EMULATES</td>
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<td>SETHI RAJAT</td>
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<td>President, Wunderman in India</td>
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<td>DESAL SANTHOSH,</td>
<td>DECODING THE CULTURAL FOR MARKETING</td>
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<td>President-Mocann Eriksen, India</td>
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<td>MATHEW A.F. MICA Faculty</td>
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**CNBC TV 18 CDs**

- The rule of three, 2005 (Marketing)
- The future of Competition, 2005. (Marketing)
- 
The objective of the course is to provide the student with a background of various factors (in macro-economic environment) that have major repercussions on business and sharpen the students’ mind to watch and update the changes that occur constantly in this sphere.


Unit – 5: Money Markets and Capital Markets: Features and components of Indian Financial system, objectives, features and structure of Money markets and capital markets, Reforms and Recent Developments - Stock Exchanges, Investor Protection and Role of SEBI.

References
- Justin Paul: Business Environment—Text and Cases, TMH, 2009
- Vivek Mittal: Business Environment, Excels, 2009
- Conklin: Cases in Environment of Business, Sage, 2008
- BPP: Business Environment, Viva, 2009
- Dutt and Sundaram: Indian Economy, S. Chand, New Delhi, 2009.
- Gopal: Business Environment, 2/e, TMH, 2009
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<td>TOLIA CHETAN</td>
<td>MANAGING NEW INDIA: CONNECTING ACROSS GENERATIONS</td>
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<td>ROY RENU Director, Spandan</td>
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<td>Former member, Planning Commission</td>
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<td>SANJEEV BUIKHCHANDANI,</td>
<td>MANAGING NEW INDIA: Challenges Of Change</td>
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<td>Founder &amp; CEO, Info Edge IND Pvt Ltd.</td>
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<td>MANAGING NEW INDIA: STRIVING FOR INCLUSIVE GROWTH</td>
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<td>HIRONO RYOKICHI,</td>
<td>NEW INDIA AS AN EMERGING GIANT ASIA PACIFIC REGION: JAPANESE AND ASIAN PERSPECTIVES</td>
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II SEMESTER MBA

09MB10 Human Resource Management

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

Unit – 1: Introduction to HRM, Objectives of HRM, HR activities, Challenges of HRM - Job Analysis and Design: Uses of Job analysis, methods of data collection, Job Description and Specifications. Job design, Job redesign, Job Rotation, Job enlargement, Job enrichment, HR Planning: Strategic and Human Resource Planning, HR Planning process, HR Information systems, Assessment of HR requirements, HR Functions and Policies. Cases.

Unit – 2: Recruitment and Selection: The Recruitment Process, Methods of recruiting, realistic job preview, developing and using Application Blanks, Challenges of recruiting. The selection process, type of tests, basic features of interviews, types of interviews, Technical, HR interview, interview errors and bias, designing and conducting the effective interview, Co-operative counseling, reference and background verification, medical evaluation, Job offer, Induction and Placement. Cases.


Unit – 4: Compensation: Objectives, Influences on compensation, Compensation and motivation, job evaluation system – simple ranking, job grading, point systems, and factor–comparison system, Human relations effects of Job evaluation, compensation for special groups. Cases.

Unit – 5: Integration: Quality of work life, Quality circles, Industrial Relations, Industrial Disputes and causes, remedial measures, Collective Bargaining. The management of conflict: Sources of grievances, the grievance procedure, Guidelines for handling grievances- Maintenance of HR:

a) Benefits and services, security, safety, health and welfare services.

b) Separation, Corporate social responsibility, Global HRM.

Cases

References

- Gomez-Mejia: Managing Human Resources, PHI,2009
- Sanjay Srivastava: Cases in HRM: Excel, 2009
- Saiyadain: Human Resource Management, 4/e,TMH,2009

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<td>DWARKANATH P</td>
<td>HR EXECUTION IN A M&amp;A BUSINESS ENVIROMENT</td>
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<td>Director-HR, Glaxo Smithkiline Consumer Healthcare Limited</td>
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<td>Head-HR, Honey well India</td>
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<td>PRADHAN SATISH</td>
<td>INNVATE OR EVAPORATE: HR INNOVATIONS</td>
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<td>Exec VP-Group HR, Tata Sons Ltd</td>
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<td>DWARAKANATH P</td>
<td>HR RELATED ASPECTS OF CRM REWARD/RECOGNITION SYSTEMS</td>
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<td>Director-HR Glaxo Smithkiline Consumer Health Care.</td>
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<td>SACHDEV ANIL</td>
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<td>Chairman, Grow Talent Co Ltd.</td>
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<td>RAKESH PANDEY</td>
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<tr>
<td>Chief Human Resources Officer, Marico Industries</td>
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<td>DUGGAL SANJEEV</td>
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<td>President, NISSparta Ltd.</td>
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<tr>
<td>DUTTA RAJAN</td>
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<tr>
<td>Chief Of HR &amp; TQM, Escotel Mobile Communications Ltd.</td>
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The objective of the course is to provide the necessary basic inputs and tools to manage the finance function. After the completion of the course, the students should be able to understand the management of finances of the business organization.

*The students need Discounting Table and Annuity tables for the examination*

**Unit – 1:** Introduction to The Finance Function and Capital Budgeting – Objective: Profit or Wealth Maximization and EPS Maximization. An overview of Managerial Finance functions - Time value of money: present value, future value of money and the basic valuation models- Nature and techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, Profitability index, and Excess present value index. Cases in capital budgeting.

**Unit – 2:** Capital Structure Decisions: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions- Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage,


**Unit – 4:** Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

**Unit – 5:** Management of current assets: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables and Management of inventory- The importance of current assets management in working capital planning.

**References**

- Collin Barrow: Practical Financial Management, Kogan Page, 2009
- Besley and Brigham: Essentials of Managerial Finance, 13/e Cengage, 2006
The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach. *The students have to be provided with Random Number Table to solve problem in the examination*

**Unit – 1:Introduction and Linear Programming:** Nature and Scope of O.R.–Analyzing and Defining the Problem, Developing A Model, Types of models, Typical Applications of Operations Research; Linear Programming: Graphical Method, Simplex Method; Solution methodology of Simplex algorithm, Artificial variables; Duality Principle; Definition of the Dual Problem, Primal - Dual Relationships.

**Unit – 2:Transportation and Assignment Models:** Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, Traveling Salesman Problem.

**Unit – 3:Replacement Model:** Replacement of Capital Cost items when money’s worth is **not** considered, Replacement of Capital Cost items when money’s worth is **considered**, Group replacement of low cost items.


**Unit – 5:Queuing Theory and Simulation:** Basic Elements of the Queuing Model, Poisson Arrivals and Exponential Service times; Different Queuing models with FCFS Queue discipline: Single service station and infinite population, Single service station and finite population, Multi service station models with infinite population. **Simulation:** Nature and Scope, Applications, Types of simulation, Role of Random Numbers, Inventory Example, Queuing Examples, Simulation Languages.

**References**

- Render: Quantitative Analysis for Management, Pearson, 2009
- Selvaraj: Quantitative Techniques, Excel, 2009
The Objective of the course is to enable students to understand the basics of one of the functional areas of management viz. Operations or Production.

*The students need Statistical Table to solve problem


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


References

- Chase, Aquilano, Jacobs: Operations Management for Competitive Advantage, TMH, 2009
- Mahadevan: Operations Management, Pearson, 2009
- Aswathappa: Production & Operation Management, HPH, 2008
- Kachru: Production and Operations Management, Excel, 2009
- Donald Waters: Operations Management, Kogan Page, 2009
- Lee Krajewski, Larry Ritzman and Manoj Malhotra: Operations Management, 8/e PHI, 2009
The objective of the course is to provide the basic concepts of Enterprise Resource Planning and Management of Information System.


Unit – 2: IS Security, Control and Audit – System Vulnerability and Abuse, business value of security and control, Need for Security, Methods of minimizing risks IS Audit, ensuring system quality.


References
- Rainer, Turban, Potter Introduction to Information Systems, WILEY-India, 2009.
- Vaman, ERP in Practice, TMH, 2009.
09MB15 Entrepreneurship and Good Governance

The objective of the course is to make students understand the nature of entrepreneurship, and to motivate the student to start his/her own enterprise. The objective of the course is to enlighten with the fragrance of Corporate Good Governance and Business Ethics, so that they would become the best entrepreneurs / managers of the corporate world.

Unit 1: Nature of Entrepreneurship: Characteristics, Qualities and skills of an Entrepreneur, functions of entrepreneur, Entrepreneur scenario in India and Abroad. Forms of Entrepreneurship: Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, joint stock company and other forms. First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness


References

- Robert D Hisrich, Michael P Peters, Dean A Shepherd: Entrepreneurship, TMH, 2009
- Bholanath Dutta: Entrepreneurship—Text and Cases, Excel, 2009
  - Vasanth Desai: Entrepreneurship, HPH, 2009
  - David Martin: Corporate Governance, Viva, 2009
- Ronald D Francis & Mukti Mishra: Business Ethics, TMH, 2009
- RK Mishra, Gitarani: Corporate Governance, Excel, 2009
- A.C. Fernando: Corporate Governance, Pearson, 2006
- V. Balachandran & V. Chandrasekaran: Corporate Governance & Social Responsibility, PHI, 2009
- A.C. Fernando: Business Ethics, Pearson, 2009
- Laura P Hartman & Abha Chatterjee: Business Ethics, TMH, 2009

**CDs (EXCEL MULTIMEDIA)**

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<tr>
<td>AGARWAL G.K</td>
<td>CREATING TALENT INCUBATORS</td>
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<td>Executive Director-HR, NTPC</td>
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<td>BAJAJ RAJIV, MUTHUTAMAN B,</td>
<td>EXPERIENCE: MY FIRM AND MY JOURNEY</td>
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<td>Managing Director-Bajaj Auto</td>
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<td>GODREJ J N ((Entrepreneurship)</td>
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<td>Managing Director-HR, NTPC</td>
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<td>GODREJ J N</td>
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<tr>
<td>Chairman &amp; MD, Godrej Boyce Mfg.Ltd</td>
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<td>BAJAJ NIRAJ, Chairman, MD, Mukund Ltd.</td>
<td>THE ENTREPRENEUR MANAGER</td>
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<td>PRASHANT TEWARI, MD, USV Ltd</td>
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<tr>
<td>K. GANESH, CEO &amp; Founder, Tutor Visa</td>
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<td>DIVYA MODI, Global Director, Finance, Spice Corp</td>
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The objective of the course is to enable the students the components of product cost their calculation methods, and their control. Prerequisite for the course is Knowledge of Financial Accounting and Analysis taught in First Semester of the programme.


Unit – 2: Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

Unit – 3: Marginal Costing: Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.

Unit – 4: Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting. An introduction to cost audit and management audit.

Unit – 5: Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, Sales and Profit variance.

References
- Colin Drury: Management and Cost Accounting, Cengage, 2009
- Allen: *Cases In Management Accounting & Control System*, Pearson, 2009
The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

*Students need Discounting Table and Statistical Table to solve problem*


**Unit – 4:** Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status.

**Unit – 5:** Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

**References**

- Krishnamacharyulu: Management of Technology, HPH, 2009
- Norma Harison and Samson: Technology management – Text and cases, TMH, 2009
- White: The Management of Technology & Innovation, Cengage, 2009

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<tr>
<td>MARIWALA HARSH</td>
<td>INSTILLING THE ‘DNA’ OF INNOVATION</td>
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<tr>
<td>Chairman &amp; Managing Director, Marico Industries Ltd</td>
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<tr>
<td>KANJILAL JAWAHAR</td>
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<tr>
<td>Director-Rich Media &amp; MBP, Nokia Asia Pacific Singapore.</td>
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The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business.

Prerequisite The subjects such as Management Theory and Practice, Financial Management, HRM, Marketing Management, Production and Operations Management taught in First and Second Semesters of the programme.


Unit – 4: Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy : Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.


References
- Saloner: Strategic Management, Wiley 2009
- P.Subbarao: Strategic management, Himalaya, 2009
- VSP Rao: Strategic Management, Excel, 2009
- Ajit Prasad: Extremely Short cases in Strategic Management, Excel-2009

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<td>NADAR SHIV,</td>
<td>A CONCEPTUAL FRAMEWORK FOR MANAGING FUTURE.</td>
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<td>Convention Chairman and Founder, HCL And Chairman &amp; CEO, HCL Technologies Ltd</td>
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<td>FULLER MARK B, Chairman, Monitor Groups, USA</td>
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<td>OJHA NIKHIL P</td>
<td>ENHANCED COMPETITIVENESS – AN ANTIDOTE TO MANAGING FUTURE, MANAGING THE FUTURE – EVERLASTING TAKEAWAYS</td>
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<td>GIANETTI PRETI VYAS,</td>
<td>DESIGN AS A STRATEGIC DIFFERENTIATOR</td>
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<td>STEVENS ERIC</td>
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<tr>
<td>Prof of Marketing, ESCEM B School, France</td>
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<tr>
<td>CHANDRASEKHAR S</td>
<td>SPEED &amp; AGILITY</td>
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<td>President HR, Reliance Industries Limited</td>
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<td>DUBEY RAJEEV</td>
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<td>Executive Vice-President, M&amp;M.</td>
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<td>BROCKER WILLEM</td>
<td>MANAGING NEW INDIA: STRATEGIES</td>
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Sr. Global Advisor,
Price Waterhouse Coopers International

PURi ASHWINI, Exec Director,
Price Waterhouse Coopers International

AMBARISH, Exec Director, Price Waterhouse Coopers Int

CHAITANYA A V N P K, GLOBAL COMPATITIVITY
KUMAR PRAVIN

BHATTACHARJEE CHAYAN, 70 MILLION EMPLOYABLE INDIANS:
DE SUDIPTO STRATEGIES FOR GLOBAL
NCYM Champion Team,4thrd National
Competition for Management studies,
PG Program in Retail Management, IISW BM-Kolkata

BAKRE ANKITA ABHIJIT,
NCYM Champion Team,
33rd National competition
for young manager, Bharat Petroleum Co. Ltd

SHAHANI NAIDU DEVELOPING THE NEW BUSINESS
Sheriff of Mumbai MANAGER

GOPALA KRISHNA R
Convention Chairman & Exec Director
Tata Sons Ltd

KERR JOHN
Consulting EMEA Regional Leader Deloittie.
09MB19 Elective 1
09MB19A CONSUMER BEHAVIOUR

The objective of the course is to enable students to understand the perspectives of Consumers and their buying behaviour. The pre-requisite for this course is Marketing Management offered in 1st semester.


Unit – 4: Consumer Decision Process: High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.


References
- Schiffman, L.G and Kanuk L.L: Consumer Behaviour, 8/e, Pearson, 2009
- Kazabi Batra: Consumer Behaviour, Excel, 2009
- Suja R Nair: Consumer Behaviour--An Indian Perspective, HPH, 2008
- Henry Assael: Consumer Behaviour, 6/e, Cengage, 2009
- Michael R.Solomon: Consumer Behaviour, 7/e, PHI, 2007
- J.Paul Peter, Jerry C. Olson: Consumer Behaviour & Marketing Strategy, TMH, 2009
- Peter: Consumer Behaviour and Marketing Strategy, 7/e, TMH, 2009
- Kumar: Conceptual Issues in Consumer Behaviour, Pearson, 2009
The objective of this course is to provide the conceptual and analytical framework of Security Analysis and Portfolio Management and make them proficient in understanding the dynamics of securities market. This paper focuses on the application of theory to practice.

Unit – 1: Investments: The Investment environment: Classification and functions of financial markets and financial instruments. Securities Markets, how securities are traded.


References
- Arnold, Kumar: Corporate Financial Management, Pearson, 2009

**CNBC TV 18 CDs**

- Systematic Investment Planning, 2008
- Wizards of Dalal Street, 2008.
- Simplifying Technical Analysis, 2005
- Derivatives, Trader Psychology, 2005
- Global Investment Gurus- Focus on India, 2006
The objective of this study is to enable the student to specialize in the process of Recruitment and Selection with a special focus on pre-employment tests and measuring competencies.

The prerequisite for this course is *Human Resource Management*.

**Unit – 1:** Recruitment Challenges- How to make recruitment efforts succeed, Workers Expectations- Recruitment Sources, Proactive and reactive recruitment, Innovative recruitment sources, Electronic Recruitment, Electronic resumes, Career web sites, International electronic recruitment electronic Web sources.

**Unit – 2:** Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions, Key competency category, competency based lead-ins, Generic competency Questions, Additional types of questions, Probing questions, Questioning techniques to avoid, Encourage applicant to talk, Providing talk.

**Unit – 3:** Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories, Computer based testing, Background check policy, reference check, Guidelines for releasing and obtaining Information.

**Unit – 4:** Ability Tests- Mental Ability, effects of practice and coaching, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests and, Use of performance test, Assessment Center-Integrity Testing Drug testing, Graphology.

**Unit – 5:** Recruitment and Selection Practices Abroad - Case Studies

**References**
The objective of the course is to make the students proficient in the tools and techniques of Business Intelligence making use of Data mining and Data Warehousing processes.

**Unit – 1: Introduction:** Business Intelligence from business side- Components of BI Architecture-BI Frontend- BI and Business Value- BI Market Business Query & Reporting-Production Reporting- Dash Boards-Performance Management- Success of Business Impact- Measuring Success of Business Impact-ROI-LOFT Effect

**Unit – 2: Data Management and BI Organizing for Success** Data Quality-Data Architectures-Master Data Management- Right Time Data- Business IT partnership-Hybrid IT-Business person. **BI organizing for Success:** Requirements driven BI-Relevance to Continental Gate Agents- Waterfall Development process- Agile Development Techniques-Enterprises Vs Department BI-Business Intelligence Competency Centre-BICC Guiding Principles

**Unit – 3: Market Intelligence:** Knowledge most important asset of a company- Market Research Function with organization- Nature & Scope of Qualitative Data – Designing Research – Managing Results – Knowing Future.

**Unit – 4: BI Through Data Warehousing:** Online Analytical Processing (OLAP)-OLAP& OLTP systems- Data Modeling-OLAP tools- Managed Query Environment-OLAP tools in open Source domain. Data Warehousing (DW) to Data Mining (DM)--Data base Segmentation- Tools for Data mining – Application of DW and DM

**Unit – 5: Future of BI:** Emerging Technologies-Predicting future-BI search and Text Analysis-Advanced Visualization- Rich Reportlets – The future beyond technology.

**References**
- Cindi Howson: Successful Business Intelligence, Tata McGraw Hill, 2008
- Martin Callingham: Market Research, Kogan Page, 2004
- C.S.R. Prabhu: Data Warehousing, 3/e, PHI Learning, 2008
- Berson Smith: Data Warehousing, Data Mining 7 OLAP, Tata McGraw-Hill, 2007
- Michael J.A. Berry, Gordon S. Linoff: Data Mining Techniques, 2/e, Wiley -India, 2005
- Carlo Vercelise: Business Intelligence & Data Mining, Wiley-2009
The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management. Consequently the course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective.

*The students need Statistical Table to solve numerical problems.*

Prerequisite for the course:- Knowledge of Production and Operations Management, Marketing Management and QABD taught in second semester of the programme.


**Unit – 2: Designing the Supply Chain Network:** Role of distribution in the Supply Chain, Factors influencing Distribution network design, Design options for Distribution network, The role of network design in the Supply Chain, Framework for Network design decisions, Models for facility location and capacity allocation, Planning Demand and Supply in a Supply Chain: Demand Forecasting in Supply Chain: Components of forecast and forecasting methods, Aggregate Planning in Supply Chain: Role of aggregate planning, Aggregate planning Strategies, Inventory planning and economic theory aberrations. Case studies

**Unit – 3: Planning and Managing inventories in Supply Chain:** Managing Economies of Scale in Supply Chain, Managing Uncertainty in a Supply Chain, Determining optimal level of product inventory. Designing and Planning Transportation Networks: Transportation in a Supply Chain. Case studies

**Unit – 4: Managing Cross Functional Drivers in a Supply Chain:** Sourcing decisions in a Supply Chain and procurement strategies, Pricing and Revenue Management in a Supply Chain, Information Technology and Coordination in a Supply chain. Case studies

in a global economy – views of global logistics- global operating levels – interlinked
global economy - The Global supply chains , Supply Chain Management in Global
Issues and Challenges in Global supply chain Management – Case studies.

References

- Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning
- Donald J.Bowersox and David J.Closs: Logistical Management: The Integrated
- Donal Waters: Global Logistics, Kogan Page, 2009
- Philip B.Schary, Tage Skjott-Larsen: Managing the Global Supply Chain, Viva,
  2008.
- Joel D wisner, Keong Leong, Keah Choon Tan: Principles of Supply Chain
  Management- A Balanced approach, Cengage Learning, 2008
- J.L.Gattorna and D.W.Walters: Managing the Supply Chain, Macmillan, 2008
- Rangaraj: Supply chain Management for competitive advantage, TMH, 2009
- Kachru: Logistics and Supply Chain Management, Excel, 2009
- Shah: Supply Chain Management, Pearson, 2009

Excel Multimedia – CDs:

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<tr>
<td>AGARWAL KAPIL, Asst Vice President, Madura Garments</td>
<td>COLLABORATION AND BEST PRACTICES IN SUPPLY CHAIN MANAGEMENT</td>
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<td>DAWAR SANJAY, Associate Partner, Accenture Ind Pvt Ltd</td>
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<td>ANANDAN RAJAN, Vice President and GM, Dell India.</td>
<td>DEVELOPING GOOD SUPPLY CHAIN MANAGEMENT</td>
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<td>SHARMS SUMAN, Head Process, DS Group</td>
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</table>
The objective of this course is to make the student proficient in promoting an organization through advertising and branding in contemporary styles.


References
- Helen Edwards & Derek Day: Creating Passion Brands, Kogan Page, 2005
- S.Ramesh Kumar: Marketing and Branding, Pearson Education, 2009
- Chunawala: Advertising, Sales promotion and Distribution, Himalaya, 2009
- Jason Hartman: Brand of Chocie, Jaico, 2009
- Terence A Shimp: Advertising and Promotion, Cengage Learning, 2007
- Rodney D Ryder: Trademarks, Advertising and Brand Protection, Macmillan, 2009

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<td>SURESH J, CEO &amp; Exec Director, MTR Foods Ltd.</td>
<td>PRODUCT BRANDS TO COMPANY ORGANISATION</td>
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<td>ANAND K.B.S Chief (Marketing and Sales) Asian paints</td>
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<td>TRUE NATURE OF BRANDING</td>
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<td>THE THIRD WAVE OF BRANDING</td>
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<td>CHADHA DHAREN, MD, Momentum Strategic Consultants Pvt. Ltd</td>
<td>Building Successful Brands in 21st century</td>
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<td>MUTHURAMAN.B MD, The Tata Iron and Steel Co. Ltd</td>
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<td>SAWHNEY MOHANBIR, Mocormiok tribune professor of technology And Director center for research in technology &amp; Innovation</td>
<td>CONNECTING ACROSS GENERATIONS CREATING INDIAN BRANDS</td>
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<td>BIYANI RAJESH</td>
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<td>BAIID POOJ Winners of 3rd National Computation for Management. Studies (NCMS), AIMA</td>
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**CNBC TV 18 CDs**
- Strategies for becoming Customer Focused Organisation
- Brands that made India 2008
- Most Trusted Brands, 2006
The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

**Unit -1: Introduction:** The structure of financial system; Equilibrium in financial markets; Indicators of Financial Development, Financial system and economic development ; Financial Sector reforms after 1991 - Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, NABARD, SIDBI, and SFCs.

**Unit -2: The banking and Non Banking Institutions:** Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations. Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.- The Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.


**Unit -4: Asset/fund based Financial services – lease finance,** consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

**Unit -5: Investment Banking:** Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

**References**

- Rammohan: Regulation of Financial Intermediaries in Emerging Markets, Sage, 2009
The objective of the course is to give a good understanding of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.


**Unit -2:** Collective Bargaining: Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour-management relations in the post-liberalised India- Changes in the legal framework of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills –drafting of an agreement.

**Unit -3:** Tripartism and Social Dialogue: Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.


**References**
- Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
- Arun Monappa: Industrial Relations, TMH, 2009
- Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009
- B D Singh: Industrial Relations, Excel, 2009
The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

UNIT-1 Introduction
Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

UNIT-2 Project Planning
Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT-3 Project Execution
Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process , risk management an integrated approach, cost Management, Creating a project Budget.

UNIT-4 Leading Project Teams
Building a project Team, Characteristics of a Effective project Team, achieving cross-functional co-operation, virtual project teams, Conflicts management, Negotiations

UNIT-5 Performance Measurement and Evaluation
Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

References
- Scott Berkun: Project Management, SPD, 2008
- Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.
The objective of this course focuses on modeling as a generalized subject, regardless of the functionality a participant comes from. The course will focus on conceptualizing relationships that apply to variables in a given situation and the manipulation of variables for an end-objective. Participants will take part in a project to create a financial model from scratch by programming Excel and in the process, applying theory to practice.

**Unit 1**: Introduction to Financial modeling-Types of financial models – Model Design – Identifying the purpose and mode of use of Model – Flat payment schedules-Future values and applications – Multiple Internal Rates and Return- How financial models work.

**Unit 2**: Financial Statement Modeling – Modeling and Projecting the financial statements – Project Finance- Debt Repayment schedules – Projecting the income statement – Projecting the Balance statements – Projecting the cash flow Statements.


**Unit 5**: Risk Modeling: Value at Risk – Option payoff and profit patterns - Credit Risk modeling – Option pricing models.

**References**
- Benninga, Simon: Financial Modeling, 2/e, Massachusetts Institute of Technology Press, 2001
The objective of the course is to enable students to develop a deeper insight into the functioning of Retailing Sector with a special focus on merchandising and store management.

Unit -1: Introduction: Advent of retailing - Functions of retailing - Types of retailing - Customer buying behavior - Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning. Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures.

Unit -2: Merchandising and pricing strategies: Merchandise planning - Sources of merchandise - Category Management - Buying systems to stores - Allocation of merchandise - Retail pricing strategies - Approaches for setting pricing - Pricing adjustments - Using price to stimulate retail sales - Promoting the merchandise - Implementing an advertising plan.

Unit -3: Store Management: Objectives of a good store design - Store design - Store layout - Space planning - Merchandise presentation techniques and atmospherics.

Unit -4: Location strategies: Shopping centers - Freestanding sites - Location and retail strategies - Factors affecting the demand for a region or trade area - Factors affecting the attractiveness of a site.

Unit -5: Retailing in India: The present Indian retail scenario - Factors affecting retailing in India - Region wise analysis of Indian retailing - Retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

References

- Fernie: Logistics & Retail Management, Kogan Page, 2009
- Arif sheik: Retail Management, HPH, 2008
- Sivakumar: Retail Management, Excel, 2009
- Swapna Pradhan: Retailing Management Texts & Cases, TMH, 2009
- Diamond: Retail Buying, Pearson, 2009

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<td>RETAILING IN INDIA</td>
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<td>SINGHAL ARVIND</td>
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<td>Chairman, Technopak Advisors Pvt Ltd.</td>
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09MB21B DERIVATIVES

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


Unit IV: Basic Option Strategies, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

Unit V: Swaps – Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

References

- S.S. Kumar: Financial Derivatives, PHI, 2009
The objective of this study is to specialize the HR students in the process of Training and Development.

**Unit 1 : Training Choices and Dynamics** : What is training?, Assumption for prevailing and alternative concepts of training, action through training or action through force, culture and other contexts, training strategy, overview of training process. Establishing the objectives and preparing the partners, Organizational collaboration through clarifying needs, two dilemmas of development, clarifying individual motivation for training, seven system functions with candidates for training.

**Unit 2 : Designing the Program** - Designing the successive approximations, five steps in program design, outlining programme sequences and themes, composing the detailed syllabus, modular approach to programme design, building in flexibility, monitoring and improving training during the programme, training schedules and time tables.

**Unit 3 : Training Methods** - Two faulty juxtapositions, events-reflection-experience, learning on the job – nine training requirements methods, training methods compared with objectives, learning process and facilities, Developing Group And The Climate: the social process – three aspects, indicators of group development, the training climate, Trainers And Training Style: Personal needs of trainers, power and influence, trainers realness under pressure, trainers role, trainers style, Post training support for improved performance at work.

**Unit 4: Evaluation of Training** : Issues for evaluation, role of the training system with evaluators from other constituencies, Training And Training System Development- system goals and approaches to system development, tasks of the training system, the dynamics of developing training systems, Training Centre And Like Institutions- Characteristics, dilemmas, consistent learning environment for participants, institutional climate for trainers, trainers language of resistance, crises dilemmas and resolution in institution development, the training centre in its environment, Action Research For Better Training- Action research by trainers, some questions for trainers to study, trainers-researchers.

**Unit 5 : Training instruments** – Self-assessment exercise- Self Awareness Questionnaires, Fundamental Interpersonal Relations Orientation – Behavior (FIRO-B), Setting goals for subordinates, coaching counseling and mentoring, empowering people through delegation, working with teams, creative problem solving.(Reference 2)

**References**
- Raymond A Noe: Employee Training and development, TMH, 4/e,2008.
The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course through light on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

**Unit 1: The Knowledge Economy**: Leveraging Knowledge, Data-Information-knowledge-Wisdom relationship, organizational knowledge, characteristics and components of organizational knowledge –Building knowledge societies- Measures for meeting the challenges of implementing KM programmes.

**Unit 2: Knowledge Management and Information Technology**: Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, ERP and BPR, Data Warehousing and Data Mining.

**Unit 3: Future of Knowledge Management and Industry perspective**: Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.


**Unit 5: Implementation of Knowledge Management**: Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India. –Role of knowledge Management in Organisational Restructuring. -The Mystique of a Learning Organisation.

**References**
- Becerra Fernandez: Knowledge management: An Evolutionary view, PHI, 2009
- Fernando: Knowledge Management, Pearson, 2009
- B.Rathan Reddy: Knowledge management, Himalaya, 2009
- Warier: Knowledge Management, Vikas Publishing House, 2009
- Sislop: Knowledge Management, Oxford University Press, New Delhi, 2009
Predictive analytics is an area of statistical analysis that deals with extracting information from data and using it to predict future trends and behavior patterns. Predictive analytics is being increasingly used in insurance, telecommunications, retail, travel, healthcare, pharmaceuticals and other fields. Here, the focus is on developing models that process a customer’s credit history, loan application, customer data, etc., in order to rank-order individuals by their likelihood of making future credit payments on time.

**Internal Evaluation (for 40 Marks) for this paper will be based on Lab performance on SPSS17.0 Predictive Analytics Software Statistics.**

**Unit 1: Introduction to Predictive analytics and Time series analysis**

**Unit 2 Regression and Logistic regression**
Importance of Regression Analysis, Key principles and features of Regression Analysis- Measuring associations using correlations, Building simple linear regression models - Extension to many variables – Multiple Regression, Concepts of Logistic Regression Addressing business problems using Logistic Regression, applying Logistic Regression for best effect

**Unit 3 Customer/ Product Segmentation and Cluster analysis**
Introduction to classification and clustering: visualization techniques, including principal components and multidimensional scaling. Methods of cluster analysis, graphical outputs, identification of outliers and determination of optimal number of clusters -Business benefits of segmentation- Key issues in segmentation- Define objective of segmentation- Identification of base for segmentation (people vs businesses vs occasions, global vs local)- Identification and development of input variables (needs, behaviours, demographics)- Selection of appropriate segmentation approach- Analytic issues (stability testing, outliers etc)- Creating allocation models for databases- Segmentation techniques–pros and cons

**Unit 4 Simulation and Revenue forecasting:** Process of Simulation, Monte Carlo Method, Waiting Line-Simulation Method, , Marketing Management Simulation, Special Techniques Of Marketing Research, The role of demand forecasting in revenue management, develop various extrapolative forecasting methods , measuring forecast error and compare different forecasting methods.
Unit 5 Customer Reporting & Profiling through Data Mining:
Development of customer profile - their needs and wants - competitive analysis of the business and listing competitors-• List the strengths and weakness in terms of the products/services offered. Customer value, models for increasing its value/satisfaction/quality, Sourcing and analysing customer relevant data.

References

- Gilbert A. Churchill and Dawn Iacobucci: Marketing Research-- Methodological Foundations, 9/e, Cengage, 2005
- Zikmund: Essentials of Marketing Research, Cengage Learning, 2007
The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities. The prerequisite for the course is Marketing Management taught in II semester.

**Unit -1:** International Marketing: Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing, Need for international trade, trends in foreign trade. International market environment - Business Customs in International Market.


**Unit -4:** International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.


**References**

- Mathur: International Marketing, Sage, 2009
- Michael Czinketa: International Marketing 8/e, Cengage, 2009

**CDS (EXCEL MULTIMEDIA)**

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<td><strong>WATTS JEFFREY</strong></td>
<td><strong>DEVELOPING GLOBAL</strong></td>
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<td>Associate Director, University of Pittsburgh</td>
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<td><strong>D SHIV KUMAR</strong></td>
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<td>MD, Nokia India.</td>
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The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

- Discounting and Statistical tables need be provided to students for examination.


**Unit -2: International Monetary System**: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Unit -3: Foreign Exchange Market**: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.


**References**

- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2009
The objective of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.


**Unit 5:** Strategies for performance management, Competency Mapping, Benchmarking. **Case Studies** - Integrating 360 degree Feedback with Performance Management System: TISCO, 360 Degree or Multirater Assessment and Feedback Systems, Potential Appraisal.

**References**

09MB 22D Information Systems Control & Audit

The objective of the course is to provide students with a knowledge of control of Information Systems and Audit. The prerequisite for the course is knowledge of ERP & MIS.

Unit -1: Overview of Information System Auditing-Conducting an Information Systems Audit, Overview & steps in an Audit.


Unit -3: The Application Control Framework-I: Boundary Controls, Input Controls, Processing Controls, Database Controls, output Controls.


References

- Davis: IT Auditing, TMH, 2007
The objective of this course is to develop an insight into the functioning of Non-Government Organisations and understand different strategies for capacity building of NGOs. Also how NGOs can leverage with Microfinance will be covered here.

**Unit-1:** Understanding NGOs - Concept and background of NGOs-Types of NGOs and History of NGOs in India- concept of civil society- Role of Civil society in Social Change – Government Schemes in Social Sector-International Schemes supporting NGOs and premier NGOs in India-Advocacy and Social Mobilization- key management functions of leadership and governance relating to NGOs.

**Unit-2:** Strategy, Structures and Systems of NGOs-Principles and models of NGO to develop structures-Vision and Mission of NGOs-People Management in NGOs-Recruiting- Developing and retaining people in NGOs. Mobilising and Managing Financial Resources-Foreign Contribution Regulatory Act (FCRA) – Registration of NGOs (Society Registration Act, Bombay Public trust Act and Foundation Act, Companies Act)-Income Tax Act (sec35AC and Sec80G)-Tax Deduction at Source (TDS)- Labour laws-Audit Reports in NGOs.

**Unit-3:** Managing for Effective Impact -Different approaches to measuring impact-The role of NGO managers learning and managing change- Strategic Planning and Organization- Developing and Organizing Resources- Designing Marketing Mix-Planning and Budgeting Marketing Mix- Controlling Marketing Strategies.

**Unit-4:** Strategy and management of Social Enterprise- Business Involvement Social Issues and Organization- Strategies to create Business and Social Value-NGO Sector and emerging global economy.

**Unit-5:** Leveraging with Micro-Finance - Roots of Microfinance: ROSCAs and Credit Cooperatives, Micro Financing Industry today- Microfinance Products- Agricultural Microfinance – Regulations and Supervision on Micro Finance Institutions – Role of NABARD- Mutually aided co-operative societies – Microfinance credit lending models – Group Lending Methodology - Differentiation of Self Help Groups(SHG) and Joint Liability Group Model – Transaction cost and time for lending – SHGs cluster and Federations.

**Reference**

- David Lewis:The Management of Non-Governmental Development Organisations,2/e,Routledge, 2009
• K.G. Karnakar, Microfinance in India, Sage 2009.
• Prabhu Ghate, Indian Microfinance – The Challenges of rapid growth, Sage, 2009
• Pruthi.R.K: NGOs in New Millennium, Saad Publications, 2006
• Chandra Sneha Latha: Non-Governmental Organizations-Structure, Relevance and Functions, Kanishka, 2001
The objective of this course is to provide students a wonderful opportunity of learning the basics and concepts of Sales Management and Distribution Management.


Unit 3: Management of Sales – II: Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force – Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses – Marketing audit- Sales force audit- Evaluation of sales org- Evaluating and controlling the performance of sales force.


References
- Chunawala: Advertising, Sales and promotion Management, HPH, 2009
- Donald J. Bowersox & M. Bixby Cooper: Strategic Marketing and Channel Management, TMH, 2008
- Pran Choudhury, Ricky Elliott & Alan Toop: Successful Sales Promotion, Orient Longman Limited, 1998
- Coughlan: Marketing Channels, Pearson, 2009
The objective of the course is to provide students with a knowledge of investment and financing decisions from the strategic perspective. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

Students need to be provided with discounting and statistical table for examination.


Unit 2: Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

Unit 3: Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

Unit 4: Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Mergers and acquisitions in Capital Budgeting, cash vs. equity for financial mergers.


References
- Prasanna Chandra: Financial Management, 7/e, TMH, 2008
- Vishwanath, Corporate Finance, Sage, 2009
The objective of the course is to enable students understand how to cope up with the changes that take place constantly in business. The prerequisite for the course is knowledge of HRM and Organisational Behaviour subjects.

**Unit -1:** Change Management: Introduction, An overview of change, Forces of Change, Types of Change, change models, change programmes – change levers-Change as growth – change as transformation – change as turnaround – Value-based change Cases- A Hewlett Packard Change Story: Managing a Merger, An IBM Change Story: Transformational Change from below and above, A McDonald’s Change Story: Responding to Pressure.

**Unit -2:** Mapping and diagnosing change: The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- A multidisciplinary approach- Cases Chipping Away at Intel, Nestle, Boeing.

**Unit -3:** Change Diagnosis & Resistance to Change: Diagnosis Models and Component Analysis – diagnosing readiness to change- Resistance to change: Factors contributing to resistance, cognitive and affective processes, recognizing resistance, Managers as resistors to change - suggestions to manage resistance- Cases-Problems at Perrier, Innovations at Wipro.

**Unit -4:** Implementing change: Organisation Development - Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions – Planning OD Strategy – Implementing change through OD, Appreciative inquiry and sense-making approaches- Contingency and Processual Approaches to implementing change- Change at Dupont, British Airways Swipe Card Debacle, Implementing Tata Business Excellence Model in Tata Steel

**Unit -5:** Linking vision and Change: Content of meaningful vision – Strategies for communicating change- Consolidating change: Actions to consolidate to change – Signs of consolidation of change - caution to be observed- Cases, Roel of Vision at Mentor Graphics.

**Note:** Cases in Reference 1 and 2.

**References**

- Passmore, Stefan: Appreciative inquiry for change Management, Kogan Page, 2009
- French: Organizational Development and Transformation, 6/e, TMH, 2009

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<td>RAHU SUBIR, M.P.</td>
<td>MOBILIZING CHANGE</td>
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Some Inspirational Movies from Management perspective (Management of Change)

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09MB23D DECISION SUPPORT SYSTEMS

The objective of the course is to provide an understanding of Decision Support System for Management decisions. The prerequisite for the course is knowledge of ERP & MIS.

**Unit 1:** Decision- Making and Computerized support- Management support systems – Managerial Decision Making and Information Systems – Computerized Decision support and supporting technologies - Decision-Making Systems - Modeling, and Support

**Unit 2:** Decision Support System – Decision support systems configurations - The knowledge based management system – The Decision Support system Hardware – Decision support system classifications - Modeling and Analysis – Certainty, Uncertainty and Risk - Management support system modeling – Decision Analysis and alternatives – Multiple goals, Sensitivity analysis and Goal seeking - DSS Development

**Unit 3:** Developing Decision Support systems and Deterministic Models, the DSS Development Methodology – Decision Support Systems Technology levels and tools - Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.

**Unit 4:** Application of DSS to Some Functional Areas of Management – Like Finance, Marketing, Production Planning and Control Etc. Feasibility of DSS Technical’s and Financial viability


**References**
- Efraim Turban, Jay E. Aronson, Ting-Peng Liang: DSS and Intelligent Systems, Pearson Education, 2009
09MB23E RURAL MARKETING

The objective of this course is to offer students a beautiful opportunity to learn about the emerging Marketing technique Rural Marketing. The present corporate world is eagerly waiting for professionals in Rural Marketing of their products and hence the course attains a huge importance. The prerequisite for this Course is Marketing Management which are being taught in 1st semester.


Unit – 4: Rural Market Brand & Channel Management: Brand Loyalty in Rural Market – Regional Brands Vs National Brands – Channel Management – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management.


References
- Balram Dogra & Karminder Ghuman: Rural Marketing, TMH, 2009
- C K Prahlad:Bottom of the Pyramid, Pearson, 2009
- Kaushik Sircar: Rural Marketing, Himalaya,2008
- U.C.Mathur: Rural Marketing, Excel, 2009
The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product. The pre-requisite for this course is Marketing Management offered in I semester.

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

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

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

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

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

References

- Ravi Sankar: Services Marketing, Excel, 2009
- Rajendra Nargundkar: Services Marketing, TMH, 2009
- Hoffman: Services Marketing, Cengage, 2009
The Objective of this course is to give students a deeper insight into the concepts and strategies of Risk Management and Insurance.


**Unit- 3: Risk Aversion and Risk Management** by Individuals & Corporations, Loss Control, Types of Loss Control, and Optional Loss Control when Costs and Benefits are known.


**References**

IV SEMESTER MBA

09MB24C COMPENSATION AND REWARD MANAGEMENT

The objective of this course is to specialize the HR students in the process of Compensation and Reward Management. The prerequisite for this course is Human Resource Management offered in 2nd semester.

Unit 1: Evaluating, pricing and analyzing jobs and roles: The approach to job evaluation, job evaluation in action, equal pay for work of equal value, conducting pay and benefit surveys and competency analysis.

Unit 2: Pay Structures: Pay structures purpose and types, graded pay structures, broad banding, rewarding individual and team contributions and organizational performance, performance related pay, performance management and rewards, shop floor incentive schemes, skill based pay, competency related pay, team rewards, relating rewards to organizational performance, non financial rewards.

Unit 3: Employee benefits, allowances and pension schemes, Managing the reward system for special groups, rewarding directors and senior executives, international pay and expatriates rewards, rewarding sales staff, managing reward systems, managing rewards with the help of computers.

Unit 4: Cases studies – The case of temperamental talent, High performance through Participative Management, When and Executive Defects, Empowerment that came undone, Team Based Compensation: The HR Manager’s Dilemma. (Reference 2)

Unit 5: Case Studies – Performance based compensation structure in Crompton Greaves Ltd., Performance Management System at Bharti Telecom, EVA Incentive Scheme: The TCS Approach and Experience. (Reference 3)

References

- Dr. Sakshi Vasudeva: Compensation Management, Paragon International, 2009
The objective of this course is to make students more competent in taking care of maintaining major or key accounts/clients. This course offers the knowledge of managing large and Key Accounts which has become the key functionality of Corporate Marketing.

**Unit-1: Introduction:** Account Management- Big Picture Strategy- Targeting your large account – Buy Sell Hierarchy (Levels of Business Relationship)-setting your strategy- Basic principles.

**Unit-2: Strategic Analysis:** Charter Statements – Goals – Focus Investments- Stop Investments – Revenue targets – Pre-Action Overview.

**Unit – 3: Situation Appraisal :** Selecting right accounts (Preparing the ground) – Account Summary- Account view Situation – Accounts trends & opportunities-Strengths and Vulnerabilities – Key account plan – Timetable and Performance

**Unit – 4 : Key Account Management & Customer Perspective:** Supplier positioning – Becoming key supplier – Measuring Value – Measuring Trust – Supplier Power/ Trust Model – Understanding business strategy, Culture and Values.

**Unit – 5: Preparing and Entering Key Account Management:** Goals and Obstacles- Process and Systems- Organization and Resources- Buying decision process- Decision making units – Key account management – e revolution.

**References**

- Robert e miller, Stephene Heiman & Tad Tuleja: Successful Large Account Management, 3/e Kogan Page, 2005
- Jim Blythe: Sales & Key Account Management, Cengage, 2009
- Peter Cheverton, Tim Hughes, Bryan Foss & Mertin Stone: Key Account Management, Kogan page, 2005
- Malcom Mc Donald and Diana Wood Burn : Key Account Management, BH publishers, 2/e, 2007.
The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.


References
09MB25 Project Work

Students are required to work the entire fourth semester on the project even as they undergo the assigned course work of this semester. The students can choose specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before they commence the project work it is suggested that they write a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for their subsequent work. The project should have an internal faculty as guide.

References

- Business Essentials: Research Project, Viva, 2009
- Paul Oliver: Writing Your Thesis, Sage, 2009
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