



Program: MBA

Semester: Third

Course: STRATEGIC MANAGEMENT

Course Code: 11.601

Course Objective:

- Identify the forces impacting on corporate and business strategies
- Be critically aware of factors involved in strategy making
- Assess the resources and constraints for strategy making in a business context
- Explain the importance of social, economic and political forces; and technological
- Investigate the impact of internationalization on strategy making

Unit 1: Strategic Planning

Strategic Context and Terminology; Definition of Strategy; Difference between policy, Strategy and Tactic; Difference between Long Range Planning and Strategic Planning; Characteristics of Strategic Decisions. Introduction of strategic management.

Unit 2: Strategy Formulation

Company Mission & Vision – Mission Statements, Company goals, philosophy, features of strategic goals. Social Responsibility and ethical decision making; analyzing the business environment: External environment; Porter's Industry Analysis; Five forces Model. Internal Analysis of the firm, value chain analysis. Strategic Analysis: BCG-Growth Share Matrix- SWOT Analysis, Profit Impact of Market Strategies (PIMS), Product Market Matrix of Ansoff). Formulating Long-Term Strategies: Concentration, Market Development, Product Development, Horizontal Integration, Vertical Integration, Diversification, Liquidation, Sell-off.

Generic Competitive Advantages – Cost Leadership, Differentiation & Focus; Competitive strategies in different types of industries- Fragmented, Emerging, Maturing & Declining industries.

Unit 3: Strategy Implementation & Corporate Restructuring

Strategy and structure; managing strategic change; establishing strategic controls; Management tools in strategy: Benchmarking; Benchmarking practices worldwide; Reengineering-: Systematic approach, Clean sheet approach, Reverse Engineering, Balanced Score card.

Forms of corporate restructuring; Rational for existence of firms; Organizational forms; Turnaround management; Joint Ventures & Strategic Alliances: Generic motives for a strategic alliances, types of strategic alliances; managing the alliances; Mergers & Acquisitions: Rational for mergers & acquisitions; Mergers types; Divestitures & Spin-offs: Liquidations and spin-offs.

Unit 4: Strategic Evaluation and Control

Strategic Evaluation and Control: Concept, Role, and Barriers; Control Process; Techniques of Strategic Evaluation and Control.

Suggested Readings:

1. *Business Policy and Strategic Management- Lawrence R. Jauch., Glueck William F. (Frank Brothers)*
2. *Strategic Management- Pearce II John A. and Robinson J.R. and Richard B., (AITBS)*
3. *Concepts in Strategic Management and Business Policy- Wheelen Thomas L., Hunger J. David and Rangarajan Krish, (Pearson Education, 1stEd.)*
4. *Cases in Strategic Management- Budhiraja S.B. and Athreya M.B, (Tata McGraw Hill, 1st Ed.)*
5. *Business Policy and Strategic Management- KazmiAzar, (Tata McGraw Hill, 2nd Ed.)*
6. *Strategic Management: Concepts and Cases- Thomson.A, (Tata McGraw Hill)*



Program: MBA

Semester: Third

Course: MANAGEMENT INFORMATION SYSTEM

Course Code: 11.602

Course Objective:

- Describe the role of information technology and information systems in business
- Record the current issues of information technology and relate those issues to the firm
- Reproduce a working knowledge of concepts and terminology related to information technology
- Appraise the knowledge previously acquired of Microsoft Office
- Analyze how information technology impacts a firm
- Interpret how to use information technology to solve business problems
- Illustrate the impact of information systems in society

Unit I

Introduction: Definition, characteristics & significance of MIS. Introduction to business systems: payroll, inventory control, financial accounting, sales order processing, manufacturing plants etc.

Unit II

Information Concepts: Data Vs Information, types of information, quality of information. Decision Making: Simon's model of decision making, structured & unstructured decisions.

Unit III

Database Management: Objectives, role, advantages & disadvantages of DBMS, SQL, use of databases for integration across functional areas, Introduction to Decision Support System.

Unit IV

Design Methodology & Techniques: System development life cycle, software development models. System Analysis – SRS, DFD, DD & Decision tables. System Design – design methods, detailed system design, design documentation. System Implementation & testing. Implementation & Evaluation: Planning, organizing, testing & changeover, Evaluation approaches.

Suggested Reading:

1. *Management Information Systems: D.P. Goyal. MacMillan.*
2. *Management Information Systems Davis & Olson, McGraw-Hill.*
3. *Information Systems for Management Murdick, Ross, &Clagett. PHI, 3rd ed.*



Program: MBA

Semester: Third

Course: SEMINAR IN EXECUTIVE COMMUNICATION

Course Code: 40M.401

Course Objective:

- *An average student acquires basic skills required for a cherished job.*
- *Their appreciative personality development becomes a value added attribute in their professional sphere.*
- *The course enhances communication, leadership and teamwork skills; and personal development skills using practical approach and exposure of students to the realities of the world*
- *To put greater emphasis on development of non-technical skills, such as flexibility, leadership and good communication.*

(Activity Based)

WORKSHOP

- *Debate*
- *Extempore*
- *Group Discussion*
- *Panel Discussion*
- *Presentation-Paper & Oral*
- *Reports: Survey Report, Project Report, Case Study*

Suggested Books & Readings:

- *Monippally, Matthukutty. M. 2001. Business Communication Strategies. 11th Reprint. Tata McGraw-Hill. New Delhi*
- *Swets, Paul. W. 1983. The Art of Talking So That People Will Listen: Getting Through to Family, Friends and Business Associates. Prentice Hall Press. New York*
- *Lewis, Norman. 1991. Word Power Made Easy. Pocket Books*
- *Sen, Leena. Communication Skills; Eastern Economy Edition*
- *Ghanekar, Dr. Anjali. Essentials of Business Communication Skills; Everest Publishing House*
- *David Green. Contemporary English Grammar, Structure & Composition; MacMillan*
- *Dictionary; Oxford*
- *Dictionary; Longman*



Program: MBA

Semester: Third

Course: COMPENSATION MANAGEMENT

Course Code: 11.622.1

Course Objective:

- To understand the various dimensions of Compensation Management.
- To familiarize the role of various bodies involved in Compensation Management.
- To make the students well versed with the principles and practices of Compensating the Human Resource of an organization

Unit I

Nature of compensation management- Compensation process, purpose and factors affecting compensation, reward system, Job analysis, Compensation policies & design , process of compensation design ,An Introduction to Job Evaluation

Unit II

Methods of Job Evaluation

1. the ranking method : description, advantage and limitations
2. the classification method : description, advantages and limitations
3. factor comparison method : description, advantages and limitations
4. point rating methods : description, advantages and limitations

Unit III

Theories of wage determination, Components of compensation: Components and wage surveys, competency based Pay, Surveying market pay and compensation practices, Designing a base pay structure, executive compensation. pay structure policies

Unit IV

Measuring and paying for performance, Incentives, Concept; different kinds of wage incentives plans and their application, retirement benefits Bonus: Profit Bonus, Method of Determining Bonus, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits, Dearness Allowance :

Suggested Reading:

1. *Compensation- Milkovich, George T and Newman J.M., Tata McGraw Hill*
2. *Compensation Management- Henderson, R.O, Pearson Education*
3. *Compensation Management – TN Chhabra, Savita Rastogi, Sun India's Publication*
4. *Compensation Management(Tapomoy Deb) ,2009*
5. *Elements of merchantile Law – N.D Kapoor (Sultan Chand & Sons),2009.*



Program: MBA
Semester: Third
Course: LABOUR LAWS
Course Code: 11.622.2

Course Objective:

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function.
- To make the students understand the importance and ideology of legal structure prevailing in India
- To familiarize students with legal aspects and frame work related to human relations at work place.

Unit I

Legislative History; Broad Outline of Indian Labour Laws; International Labour Laws: Indian Context; Organized and Unorganized Sector; Disputes Settlement Machinery. Legal Framework & Evolution of Labour Laws in India. Laws Regulating Establishment Factories Act, 1948 , Mines Act, 1952, Plantations Labour Act, 1951.

Unit II

Laws Relating to Remuneration : Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976. Laws Relating to Industrial Relations : Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Unions Act, 1926.

Unit III

Laws Relating to Social Security : Workmen's Compensation Act, 1923, Employees' State Insurance Act. 1948, Employees' Provident Funds & Misc. Provisions Act, 1952, Maternity Benefit Act, 1961, Payment of Gratuity Act, 1972.

Unit IV

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM;

Suggested Reading:

1. *Workmen's Compensation Act, Aiyer&Aiyer, Sitaraman& Co.*
2. *Law of Employees' Provident Fund, Chaturvedi R G, Bharat Law.*
3. *Commentary on Workmen's Compensation Act, Chaudhry R N, Sitaraman& Co.*
4. *Commentaries on Industrial Employment, Desai K M, Sitaraman& Co.*



Program: MBA
Semester: Third
Course: MANAGEMENT OF TRAINING AND DEVELOPMENT
Course Code: 11.622.3

Course Objective:

- To introduce students to framework that are useful for diagnosing problems involving employee performance, training need analysis
- To understand the basic frame work of management development programs.
- To familiarize students with training needs, techniques and applications for overall development of employees.

Unit I

Training – concept, and rationale; training process: A systematic approach to training process; Organization and Management of training function; Objective setting ;Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping

Unit II

Programme design- Incorporating learning principles; Training methods and techniques – role playing, business games, in basket exercises, laboratory training; programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving.

Unit III

Training Evaluation- process, steps of evaluation, effectiveness of training. Evaluation Designs, Reaction, Learning, Job Application, Business Impact .

Unit IV

Training Trends Worldwide , Strategy and Training , Training Department and Trainers' Roles
Moving from Training to Performance

Suggested Reading:

1. *Training for Development- Sahu R..K, (Excel Books, 1stEd.)*
2. *Training & Development Concepts & Application- Tapomoy Deb, (Ane Books, 6th Ed.)*
3. *Personality: Classic Theories and Modern Research- Friedman,H.S, &Schustack,M.W. (Pearson)*
4. *Training for Development- Rolf Lynton &UdayPareek, (Vistaar Publication, 2ndEd.)*
5. *Every Trainer's Handbook- Agochia, Devendra, New Delhi; Sage Publications*
6. *Human Resource Development- Simone, R.L. and Harris, D.M., Thomson Learning*
7. *Training for Development- Raymond A Noe (4th Edition) Tata Mcgraw Hill, 2008.*



Program: MBA
Semester: Third
Course: TEAM BUILDING AND LEADERSHIP
Course Code: 11.622.4

Course Objective:

- Improve the analytic abilities in understanding the behavior of individuals and groups in organizations,
- Increase the awareness of how successful business executives lead and what separates them from their unsuccessful counterparts,
- Gain experience in leadership situations, including learning to deal with conflict, time pressure, and different accountability systems.

Unit I

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, followers and situation: Assessing Leadership & Measuring Its effects.

Unit II

Focus on the Leader – Power and Influence; Leadership and Values. Leadership Traits: Leadership Behaviour. Contingency Theories of Leadership

Unit III

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Leadership and Change

Unit IV

Groups, teams and their Leadership, Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team, Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model, Team Building for Work Teams, Building High Performance Teams.

Suggested Reading:

1. *Leadership & Team Building*, Uday Kumar Halder (Oxford University Press, 2015).
2. *Leadership in Organisations-* Yukl G, (Pearson, 6th Ed.)
3. *Effective Team Work-* West Michael, (Excel Books, 1st Ed.)
4. *Leadership-* Sadler Philip, (Crest Publishing House)



Program: MBA

Semester: Third

Course: ADVERTISING MANAGEMENT

Course Code: 11.623.1

Course Objective:

- Demonstrate ability in oral communication
- Demonstrate competency in written communication
- Apply basic advertising theories and principles to practice
- Synthesize broader liberal arts knowledge with the principles of advertising in order to create effective advertising campaigns
- Plan and implement basic research and interpret research results as they apply to advertising campaigns
- Create and conduct ethically sound and socially responsible advertising strategies and campaigns

Unit I:

Concepts of Advertising –*Meaning*, nature, scope, Key players in advertising, role of advertising and its importance, surrogate advertising, Integrated Marketing Communication, Advertising and its types, Comparative Advertising, case study, Communication Models in Advertising, Setting goals and advertising objectives, concept of DAGMAR in setting objectives, Ethics in advertising, Social, Economic and Legal aspects of advertising.

Unit II: Campaign Making, Three Phases of Campaign Creation, Steps of Effective Advertising.

Integrated Advertising Program: Analysis of Mission & Market Objective, Setting & Determining Target Audience, Understanding Segmentation, Positioning, Budget Decision, case study on Budgets

Unit III:

Planning and managing creative strategies, creative approaches, Building Advertising Program: Message, Theme, advertising appeals, art of copywriting, Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media, Visualization, advertising layout: how to design and produce advertisements, Advertising Budget: nature and methods of advertising appropriation. Testimonials & Celebrity Endorsement

Unit IV: How advertising works: perception, cognition, affect, association, persuasion, behaviour, Associating feeling with brands, Use of research in advertising planning, Media Types & Decision: Types of Media, Media Selection, and Media Planning: New Perspective, Media Decision. Measuring Advertising Effectiveness: stages of evaluations and various types of testing-Pre and Post testing, advertising Stake Holders – Advertising Organization, Evolution & History of advertising Agency, The working of AD agencies, Organization Structure of Advertising Department, Interface with other Departments, Functions of Advertising Agency

Suggested Reading:

1. *Advertising Management, Dr. Varma&Aggarwal, King Books*
2. *Principles of Marketing, Kotler& Armstrong, Prentice-Hall of India*
3. *Advertising: An Introduction Text, S. A. Chunawalla, Himalayan Publishing House*



Program: MBA

Semester: Third

Course: CONSUMER BEHAVIOUR

Course Code: 11.623.3

Course Objective:

- To define the conception of consumer behaviour and reveal its
- Importance in the context of marketing.
- To identify factors that influence consumer behaviour.
- To examine the consumer decision making process.
- To describe the target market and determine the positioning
- strategy according to consumer characteristics and behavior

Unit 1: The Study of Consumer Behaviour

Introduction, importance & Scope. Marketing and Consumer Orientation, Diversity in Market Place, Factors Influencing Buyer Behaviour, Buyer Behaviour, Organizational Buying Vs. Consumer Buying.

Market & Its Types, Market Segmentation, Consumer Research Process, Eight Step Research Process, Conducting Research Study

Unit 2: Consumer as an Individual

Consumer needs, Hulls Drives reduction Theory, Maslow's Hierarchy of Needs, Mc Clelland's Three Needs Theory, Consumer Motivation Concept, Means- End Chain Model , Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Perceived Risk, Consumer learning: Elements of learning, Behavioral and Cognitive Learning Theories. Attitudes: Introduction, Models of Attitude, Attitude Formation and Change, Personality: Introduction, Theories of personality, Personality and Understanding Consumer Diversity, Components of Communication, Designing Persuasive Communications

Unit 3: Consumer Behaviour in Social Settings

Group Dynamics and Consumer Reference Groups: Reference Groups, Application of reference groups , The family: Concept, Functions of the family, Family Decision Making, The family Life Cycle, Social Class and Consumer Behaviour, lifestyle profiles of the social classes.

Characteristics of culture, Measurement of Culture, Subcultures and Consumer Behavior, Definition of Sub- Culture, Types of Sub- Cultures (religious, national, geographic, racial, age) , Sub- Culture Interactions, Cross- Cultural Consumer Analysis

Unit 4: Opinion Leadership Process

Introduction to Opinion Leadership, Measurement of Opinion Leadership, Profile of Opinion leader, the interpersonal flow of communication, opinion leadership and the firm's promotional strategy Diffusion Of Innovations: Diffusion Process, Adoption Process, and the profile of the consumer innovator

Suggested Reading

1. *Cases in Marketing Management*, Brennan. R, Pitman; 1995
2. *Marketing Management: The Millennium Edition*, Kotler.P, Prentice – Hall
3. *Consumer Behavior*, Schiffman G.L and Kanuk L.L, Prentice- Hall
4. *Consumer Behavior*, Atul Kr Sharma, Global Vision Publishing House
5. *Consumer Behavior*, Raju M.S , Vikas Publishing House Pvt. Ltd, 2004



Program: MBA
Semester: Third
Course: 11.623.2

Course Code: SALES AND DISTRIBUTION MANAGEMENT

Course Objective:

- To understand evolution, nature and importance of sales management
- To know role and skills of modern sales managers
- To understand types of sales managers
- To learn objectives, strategies and tactics of sales management
- To know emerging trends in sales management
- To understand linkage between sales and distribution management

Unit I

Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation, Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.

Unit II

Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Information Technology in Sales Management;

Unit III

Distribution Planning and Control: Complex Distribution Arrangement: (Structural Separation and Postponement) Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure.

Unit IV

Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Channel management; channel information system; market logistics and supply chain management; international sales management

Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions, Integration of Sales and Distribution Strategy.

Suggested Reading:

1. *Sales Management. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). 5th Edition Pearson Education, New Delhi*
2. *Marketing Channels: A Management View, Rosenbloom, Bert (2004) 7th Edition, Cengage Learning, New Delhi.*
3. *Selling and Sales Management, Jobber, David and Lancaster, Geoffrey (2006), 7th Edition, Pearson Education, New Delhi*
4. *Sales Management Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009) Pearson Education, New Delhi*
5. *Sales and Distribution Management, Panda, T.K. and Sahadev, S (2005) Oxford University Press, New Delhi.*
6. *Sales and Distribution Management, Havaladar, K K. and Cavale, VM. ((2007), Sales and Distribution Management: Text and Cases, Tata McGraw Hill, New Delhi*



Program: MBA
Semester: Third
Course: SALES PROMOTION

Course Code: 11.623.4

Course Objective:

- understand the concept of promotional tools,
- explain different promotional tools,
- identify the promotional tools aimed towards a particular type of customer group,
- appreciate the role of each tool in promoting sales,
- describe the importance of use of sales promotional tools in business

Unit I

Sales promotion: Definition, purpose, role and importance of in promotion mix, establishing sales promotion objectives; selecting consumer promotion tools and selecting trade promotion tools and sales force oriented sales promotion.

Unit II

Trade & Consumer Promotion Tools: Contests and dealer incentives, trade allowances, training programs, trade shows, cooperative advertising, point of purchase displays.

Consumer Promotion Tools: sample, free trials, product warranty, coupon, premiums, refunds/rebates, frequency programs, event marketing, point of purchase displays and demonstrations.

UNIT III

Sales Force Oriented Sales Promotion: conventions, conferences and tradeshow, specialties advertising, catalog relevance and selection of appropriate sales promotion tools. Evaluation of sales promotion

Unit IV

Strategy for Sales Promotion: Choosing a Push or a Pull strategy of sales, Promotion, factory influencing sales promotion, Target market, nature of product and services, stage of the product life cycle, budget available for promotion etc. Growth of sales promotion, Coordination sales promotion and advertising, sales promotion abuse.

Suggested Readings

- 1 *Michael A. Belch, George E. Blech, Tata Mc Graw Hill- edition 5*
- 2 *Philip Kotler, Kevin Lane Keller, Prentice Hall of India private limited*



Program : MBA
SEMESTER: Third
Course : CORPORATE FINANCE
Course code- 11.621.4

Course Objective:

- Apply and critically evaluate finance and investment theory with particular reference to the operation of financial markets;
- Apply and critically evaluate corporate finance techniques;
- Apply and critically evaluate theories of financial statements and related analysis;
- Identify, define and analyse problems and identify and create process to solve them;
- Exercise critical judgement in creating new understanding;

Unit I

Introduction to corporate Finance: Meaning of Finance, Corporate Objectives, Wealth maximization, Profit maximization, Social welfare and corporate growth, 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

Long-term financial planning: the elements and role of financial planning, financial planning model, percentage of sales approach, external financing needed

Unit III

Financing Decision: Long- term sources of finance, Share Capital or Equity Shares, Preference Capital or Preference Shares, Retained Earnings or Internal Accruals, Debenture / Bonds, Term Loans from Financial Institutes, Government, and Commercial Banks. Medium term source of finance, potentiality of, source of short term finance, Estimating working capital requirements, Approach adopted by Commercial banks, Commercial paper, public deposit and inter corporate investment

Unit IV

Project Financing Introduction, Financing of projects Concept, risk sharing, Project contract types, free cash flow, project feasibility study & financial agreements., Public Private Partnerships (PPP), Funding Aspects, . Mergers and take over

Suggested Readings:

1. Principles of Corporate Finance, 9th edition, Brealey, Myers & Allen, The McGraw-Hill
2. Corporate finance theory and practice, Denzil Watson and Antony Head, Pearson Education
3. Fundamental of Corporate Finance, Stephen A Ross, Westerfield & Jordan, Tata McGraw Hill Publication
4. Financial Management & Policy, Vanhorne James C, TMH Publication
5. Corporate Finance - Theory and Practice, Vishwanath S.R., Response Books .



Program : MBA
SEMESTER: Third
Course : CORPORATE TAXATION
Course code- 11.621.1

Course Objective:

- Exhibit sophisticated knowledge related to tax accounting rules and regulations and analyze and resolve tax problems.
- Identify, define, and resolve tax issues through their understanding, knowledge, and application of research methods and databases.
- Recognize and apply relevant ethical standards as required in tax practice.
- Write and deliver skillful tax communications.
Demonstrate an understanding of tax issues from an international perspective.

Unit I

Basic concept: Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians

Tax Rates: Individual, corporate, cooperative society and others

Unit II

Tax on Individual Income & deductions: – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business or profession and capital gains, Tax deductions, advance tax and interest.

Unit III

Corporate Income Tax: Tax concessions and incentives for corporate decisions, Tax planning for depreciation; merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals,

Unit IV

Tax Planning: Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion.

Tax Considerations in respect of Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Make or Buy, Own or Lease, Repair or Renewal, Revisions, Advance Tax, TDS, Avoidance of Double Taxation Agreements.

1. *Public Finance, Bhatia H L - (Vikas, 1999, 20thEd.)*
2. *How to Save Wealth Tax, Lakhota R N - (Vision Book 2001, 9 Ed.)*
3. *Income Tax Law & Practice, Prasad Bhagwati - (Vishwa Prakashan)*
4. *Tax Planning by Reports, Santaram R - (Taxmann, 1978).*
5. *Direct Taxes, Law & Practice, Singhania V K - (Taxmann, 40thEd.)*
6. *Indirect Taxes – Law & Practice, Datey V.S. - (Taxmann, 20thEd.)*
7. *Direct Taxes: Income Tax, Wealth Tax and Tax Planning, Nitin Vashisht and B.B.Lal (2008). 29th Edition, Pearson Education.*



Program : MBA
SEMESTER: Third
Course : MANAGEMENT OF FINANCIAL INSTITUTION
Course code- 11.621.3

Course Objective:

- Explain the structure and regulation of the financial services industry.
- Demonstrate knowledge of a broad spectrum of financial products and competence in measuring risk exposures of financial institutions.
- Demonstrate critical thinking, analytical and problem solving skills in the context of methods of measuring and managing risks faced by financial intermediaries.
- Identify the off-balance-sheet activities of financial institutions.
- Function as a finance team member to address operational risk.

Unit I

Indian Financial System and Financial Markets: Organizational structure of the Indian Financial System, Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments;

Unit II

Financial Services: Primary market - Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Indian Money Markets and Recent Reforms, Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Secondary Market - Capital Markets in India (Recent development like E-Trading).

Unit III

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms - E-Banking, Universal Banking, Non-Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestments, Interest Rate Analysis, NBFC and Financial Services: Activities and Role of NBFC; Regulatory Framework of NBFC

Unit IV

Mutual Funds & Regulators in IFS: Investment Trust Companies v/s Unit trust, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System, Reserve Bank of India, Securities and Exchange Board of India, Objectives and functions of RBI and SEBI.

Credit Rating, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Merchant Banking.

Suggested Reading:

1. *Financial Institutes & Markets, Bhole, L.M. (2009). 5th Edition, Tata McGraw Hill.*
2. *Indian Financial System- Markets, Institutions and Services, PathakBharti V. (2007). 2ND edition, Pearson Education.*
3. *Financial Services, M Y Khan,(2009). 6th Edition, Tata McGraw Hill.*
4. *Management and Financial Institutions”, Hull. John C. (2009). 2nd Edition, PrenticeHall.*



Program : MBA

SEMESTER: Third

Course : SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course code- 11.621.2

Course Objective:

- To introduce you to the world of Security Valuation and Portfolio Management.
- To enrich your understanding of the fundamental principles of security valuation, portfolio construction and performance evaluation of fund managers.
- To equip you with the knowledge and skills necessary to manage equity portfolios.
- To help you improve analytical and computational skills necessary to face the challenges in the world of Security Valuation and Portfolio Management.

Unit-I

Investment management: objective, investment opportunities, and philosophy of individual & institutional investors.

Organization and functioning of securities market: Capital market- Primary market and Secondary market, Exchange markets, over the counter market and Electronic market, Security market index, **Security credit rating, Capital market reforms**

Unit-II

Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis

Company analysis: key role of financial analysis, ratio analysis, Approaches to equity valuation, Measures of Relative values.

Technical analysis: different techniques of analysis, Dow Theory, Charting and Price patterns, Technical tools.

Efficient market theory random walk: weak form, semi-strong, strong form of market.

Unit III

Portfolio Analysis and Management: portfolio theory, portfolio investment process, capital market theory and CAPM Pricing model, Arbitrage pricing theory, Bond portfolio management strategies.

Concept of Derivative

Unit IV

International Financial flow:

World financial markets, international portfolio investment, Issues posed by foreign portfolio investment, Emerging trends and policy developments, international portfolio investment in india

Suggested Reading:

1. *Investment Management*, V.K Bhalla, S.chand publisher Edition 2013
2. *Security Analysis and Portfolio Management*, D.E. Fischer and R.J. Jordan - (Prentice-Hall, 1996, 6th edition)
3. *Security Analysis and Portfolio Management*, Pandian P - (Vikas, 1st Ed.)
4. *Investment and Indian Perspective* Bodie, Kane, Marcus & Mohanti - (TMH, 6th Ed.).
5. *Investments (Analysis)*. Author: Rebeiz, Karim S. *International Journal of Business Research*



Program : MBA
SEMESTER: Third
Course : DATABASE MANAGEMENT
Course code- 11.624.1

Course Objective:

- The course has been designed to provide an introduction of Database Management Systems.
- The student will be introduced to various fundamental concepts of Database Management Systems including various models, database design and languages.
- Overview of DBMS, Relational Database Management System, Object Based Data Bases

Unit I

Data Base Concepts: Introduction to files and Data base approach, Architecture of a DBMS, Components of a DBMS, Advantages and Disadvantages of DBMS. Data Independence.

Unit II

Different Types of Models, Introduction to ERD, Hierarchical Database, Network Database, Relational Database, Codd's Rules, Concept of Domain, Tuples, Cardinality, Comparison between HDB-NDB-RDB, Relational Algebra.

Unit III

Normalization: Functional dependencies, First Normal Form, Second Normal Form, Third Normal Form with examples, Anomalies.

Unit IV

Brief introduction to Concurrency, Recovery, Integrity and types of database Security. Introduction to Oracle data types, Basic DDL and DML Commands , working with Null values, Nested queries.

Note :

Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Vipin Desai, An Introduction to Database Systems, WestPublishing Company
2. Silberschatz , Korth, Sudarshan, DATABASE System Concepts, Tata Mcgraw -Hill
3. Date, C.J., Data Base Systems, Vols. I & II, Narosa Publication.
4. 4.Scott Urman, Oracle PL/SQLProgramming (Oracle Series)Tata Mcgraw Hill
5. 5.Ivan Bayross, SQI/PL SQL, BPBPublishing



Program : MBA

SEMESTER: Third

Course : INTRODUCTION TO PROGRAMMING

Course code- - 11.624.2

Objective:

- The objective of the C programming language is to make user familiar with the programming approach.
- The C programming offers a new powerful way to cope with the complexity of a program.
- We can familiarize the students with the Complexities related to programming .

Unit I

Programming process and Problem Solving: Problem Identification, Analysis, Flowcharts and algorithms. Program Coding and Execution. C Character set, Identifiers and keywords, Data types, Declarations, Expressions, Statements and Symbolic Constants. Input-Output functions. Pre processor Program structure. Operators and their procedure, Various Expressions and Statements.

Unit II

Control statements: Branching, looping using for, while and do-while Statements, Nested control structures, switch, break, continue statements. Functions: Definition, Call, prototypes, and passing arguments to functions. Storage classes, automatic, external and static variables.

Unit III

Pointers: The basics of Pointer, Pointer Expressions and arithmetic.

Arrays: Single and Multidimensional Arrays, Initializing the arrays Memory Representation, Accessing array elements. Introduction to String and String Manipulation Functions.

Unit IV

Structures: initialization, accessing members, Arrays of structures, structures containing arrays, Unions. File handling: Introduction, Defining & Opening a File Closing a File, Input/Output Operations on Files.

Note :

Relevant Case Studies should be discussed in class.

Suggested Reading:

1. Herbert Schildt, C: The Complete Reference, McGraw-Hill Osborne Media
2. Y.P. Kanetkar, Let us C Solutions: BPB Publications
3. Brain W. Kernigham and Dennis M. Richie, The C Programming Language: PHI Learning
4. Gottfried, B, Theory and Problems of Programming in C: Tata Mcgraw - Hill Ltd



Program : MBA
SEMESTER: Third
Course : IT FOR BUSINESS AND MANAGEMENT
Course code- 11.624.4

Course Objective:

- Form end user support including identifying and implementing solutions to user requests.
- Analyze technical requirements to determine resource requirements and the impact the solution will have on an organization.
- Design, plan, budget and propose an IT project for an identified need within a specific scope.
- Install technical hardware and software including network, database and security components.
- Perform routine maintenance to maintain the currency of an operating system, network, database and security needs

Unit I

Office automation – objectives – office automation technology – office equipment – document generation – dictation systems, electronic typewriters – document distribution – copier, telex, facsimile and personal computers – workstations - printers and storage technologies- computer networks - LAN, WAN, Virtual Private Networks, ISDN, email, message systems, computer conferencing, information retrieval systems- Desktop publishing.

Unit II

Microsoft Office - Word processing - characteristics of word processing - MS Word for word processing – creating, formatting and printing documents in MS Word – inserting objects from other MS applications - merge printing documents- MS Excel for spread sheet applications – creating, formatting and printing worksheets- functions in Excel- goal seek, scenario management – financial functions – PMT, NPV, IRR, IPMT, ISPMT- statistical functions- AVERAGE, MEDIAN, AVEDEV, CORREL, INTERCEPT, MAX, MIN- database in spreadsheet-DMAX, DMIN, DAVERAGE, DCOUNT- graphics in Excel –creating, formatting and printing graphs- Microsoft PowerPoint – creating presentations in PowerPoint- applying templates – recording narration – presenting animation – inserting hyperlink – inserting slide number, date and time – inserting picture into slide – slide transition – running slide show.

Unit III

Database system– characteristics of database system- database management system- components – relational database system - popular relational database packages and their features: MS Access, MS SQL Server, and Oracle - Database administrator – functions of database administrator – database security – access rights and access control - login and passwords – physical security measures – backing up database for security - Microsoft Access – creation of database in MS Access – designing and running queries in Access : append query, update query, delete query, crosstab query-report generation in MS Access – creating report in design view - creating report using Wizard — formatting and printing of report.

Unit IV

The Internet – Internet protocol suite – domain name system – Internet and its possibilities for business communication – Internet tools –email, FTP, WWW, bulletin boards, telnet- portals – search engines – website– intranet and extranet- Electronic Data Interchange- objectives and advantages of EDI- EDI formats- business applications of EDI.



Computerised accounting – Tally – company creation (without inventory)- account classification – types of vouchers- voucher entry – financial statements and report generation- cashflow statement, fundsflow statement, ratio analysis-

Suggested Reading:

1. *Management Information Systems, Kenneth C. Laudon and Jane P. Laudon, Pearson Education, New Delhi, 2002.*
2. *Using Microsoft Office, Ed Bott and Woody Leonhard, Prentice Hall of India, New Delhi 1999.*
3. *Implementing Tally 6.3, A.K.Nadhani and K.K.Nadhani, BPB Publications, New Delhi 2001.*
4. *Fundamental of Database Systems, Ramez Elmasri and Shamkant B. Navathe, Addison Wesley, New Delhi*



Program: MBA
SEMESTER: Third
Course: STRUCTURED SYSTEM ANALYSIS AND DESIGN
Course code- 11.624.3

Course Objective:

- Gather data to analyze and specify the requirements of a system.
- Design system components and environments.
- Build general and detailed models that assist programmers in implementing a system.
- Design a database for storing data and a user interface for data input and output, as well as controls to protect the system and its data.

Unit I

Systems Concept: Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

Unit II

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Needs Identification, Determining the User's Information Requirements, Feasibility STUDY, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

Unit III

Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary.

Process Modeling: Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

Unit IV

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet.

Unit V

Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

Suggested Reading:

1. *SAD, Elias M Awad – (Galgotia Publication, 2nd Ed.)*
2. *SAD, Kenneth E Kendall and Julie E Kendall – (PHI Publication, 7 Ed.)*
3. *E-commerce –Security & Risk Management and Control, Grienstein and Feinman- (TMH, 2nd Ed.)*
4. *Encryption-Protecting your Data, Ankit Fadia - (Vikas Publication, 1st Ed.) Network Security, Singh.B – (PHI Publication, 1stEd.)*