



Program: MBA
SEMESTER: Fourth
Course: FINANCIAL DERIVATIVES
Course code- 11.671.4

Course Objective:

- Understand how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications.
- Be able to solve basic problems requiring the ability to price derivative instruments and hedge market risk based on numerical data and current market conventions
- Have acquired the basic skills required for pricing financial derivatives, including familiarity with some central techniques, namely risk-neutral valuation, no-arbitrage pricing, the binomial model, and the Black-Scholes model.
- Be able to exercise basic quantitative and mathematical skills in pricing derivative instruments.

Unit I

Introduction to Derivatives: Meaning and purpose of Derivatives, Economic benefits of derivatives, Types of financial derivatives, Types of Traders, Exchange traded versus OTC derivatives, Derivatives market in India

Unit II

Risks in Derivative Market: Credit Vs. Market, Default Risk, Foreign Exchange Risk, Interest Rate Risk, Purchasing Power Risk; Systematic and Non-systematic Risk.

Unit III

Forward and futures contracts: Definition and types, Mechanism of futures market, Future Prices and Spot Prices; Forwards Prices vs. Future Prices; Hedging using futures, Valuations of Forward and future prices

Unit IV Options Contracts: Concept of options; American and European options; Types of Options; Option pricing models: Binomial Option; Pricing Model; Black-Scholes Model; Option trading strategies
Financial Swaps: Concept; Mechanics of Interest Rate Swaps, Valuation of Interest Rate, Swaps Currency Swaps and its Valuation Credit Risk and Swaps.

Suggested Reading:

- *Das, Satyajit: Swap & Derivatives Financing, Probes*
- *Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi*
- *Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc, New Delhi*



Program: MBA

SEMESTER: Fourth

Course: INTERNATIONAL FINANCE MANAGEMENT

Course code-11.671.1

Course Objective:

- By the end of the course, you should be able to:
- Understand international capital and foreign exchange market
- Identify and appraise investment opportunities in the international environment
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
- Identify and evaluate foreign direct investment and international acquisition opportunities
- Develop strategies to deal with other types of country risks associated with foreign operations
- Express well considered opinion on issues relating to international financial management

Unit I

Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, Balance of Payments: Understandings, Analysis & Interpretation.

Unit II

Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Theories of Exchange Rate Determination, Exchange Rate Forecasting, the Exchange Rate of Rupee.

Unit III

Foreign Exchange Risk Exposure: Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI.

Unit IV

Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach.

Multinational capital budgeting, capital structure decisions; dividend policy of multinational firm

Suggested Reading:

1. International Financial Management, Bhalla. V. K. (2010).10th Edition, Anmol Publications Pvt. Ltd.
2. International Financial Management, T. Siddaiah, (2010).1st edition, Pearson Education.
3. International Financial Management, Apte, P.G. (2009).5th edition, Tata Mcgraw–Hill.
4. International Financial Management, Vij. Madhu.(2006). 2nd Edition, Excel Books.
5. Multinational Financial Management, Alan, C. Shapiro. (2006).8th Edition. Prentice–Hall
6. International Financial Management V. Sharan, (2004).3rd edition, Prentice- Hall.



Program: MBA

SEMESTER: Fourth

Course: PROJECT PLANNING ANALYSIS AND MANAGEMENT

Course code- 11.671.2

Course Objective:

- Adapt projects in response to issues that arise internally and externally.
- Adapt project management practices to meet the needs of stakeholders from multiple sectors of the economy (i.e. consulting, government, arts, media, and charity organization).
- Interact with team and stakeholders in a professional manner, respecting differences, to ensure a collaborative project environment.
- Utilize technology tools for communication, collaboration, information management, and decision support.
- Implement general business concepts, practices, and tools to facilitate project success.

Unit I

Generation and screening of project idea. Generation of idea, monitoring the environment, corporate appraisal, preliminary screening etc.

Market and demand analysis Technical analysis, financial analysis, risk analysis, Capital expenditure, importance and difficulties, market demand. Financing of the project, investment criteria, importance, difficulties, time value of money etc.

Unit II

Social cost and benefit analysis. UNIDO approach, net benefit in terms of economic prices, savings impact and its value, income distribution impact, adjustment for merit and demerit goods, shadow prices, SCBA by financial institutions, public sector, investment decision in India.

Unit III

Multiple project and. Constraints, method of ranking, mathematical programming approach, linear programming model, integer linear programming model, goal programming model.

Network technique for project management, Development of project network, time estimation, determination of critical path, scheduling when resources are limited, PERT model, CPM model, and network cost system.

Unit IV

Project review and administration aspect. Control of in-progress projects, the post-audit, abandonment analysis, administrative aspects of capital budgeting, agency problem, evaluation the capital budgeting system of an organization.

Project financing in India. Capital structure, menu of financing, internal accruals, equity capital, preference capital, debenture capital, debenture (or bonds), methods of offering, term loans, working capital advances, miscellaneous sources, raising capital in international markets, project financing structures, financial closure, financial institutions: what information they want and how they appraise, credit risk rating.

Suggested Readings:

1. *Allen, D: An Introduction to Strategic Financial Management, CIMA/Kogan Page, London.*
2. *Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.*
3. *Copeland, T., Koller, T and Murrin, J: Valuation: Measuring and Managing the value of Companies, John Wiley, International Edition, New York.*
4. *Copeland, T.E. and Weston, J.F: Financial Theory and Corporate Policy, Addison-Wesley, New*



Program: MBA

SEMESTER: Fourth

Course: WORKING CAPITAL MANAGEMENT

Course code- 11.671.3

Course Objective:

- Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.
- Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
- Investigate funds flow cycles and their impact on working capital management objectives.
- Plan analytical skills, tools and techniques to enhance the decision-making process.
- Plan analytical skills, tools and techniques to enhance the decision-making process.

Unit-I

Working Capital Management: introduction, concept of working capital; Classification of working capital; importance of working capital, factors influencing W.C. requirements. Operating cycle and cash cycle, Levels of working capital investment, optimal level of W.C. investments. Overall W.C. policy.

Unit-II

Planning of working capital investment: Introduction, need, determinants, and computation of Working capital. Financing and control of working capital-introduction, sources of finance including accruals, Trade credit, W.C. advance by commercial banks, regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for W.C., commercial papers and factoring.

New trends in financing working capital by banks: Dehejia Committee, Tandon Committee, Chore Committee, Marathe Committee.

Analysis of working capital: working capital Budget

Unit- III

Management of cash: introduction, motives for holding cash and marketable securities; factors determining the cash balance, the cash system;

Managing the cash flow: Methods of accelerating Cash Inflows and slowing Cash Outflows. determining optimum

Cash Balance: Baumol Model, The Miller-Orr Model, Cash concentration strategies; disbursement tools, investment in marketable securities; types of marketable securities. **Forecasting cash flows:** introduction, methods of financial forecasting, forecasting daily cash flows, sources of uncertainty in cash forecasting, hedging cash balance uncertainties, hedging via interest rate, futures & options on futures.

Unit-IV

Receivable management: Introduction, objectives, costs of maintaining receivables, factors influencing the size of receivables. Forecasting the receivables

Dimensions of Receivables Management: Formation of Credit policy, Execution of Credit Policy and Formulation and execution of collection

Inventory management : Meaning and nature of inventory, Benefit, Risk and cost involved in holding inventories, objectives of inventory management. Tools and Techniques of inventory Management
Inventory control responsibility, inventory management & evaluation.

Suggested Reading:

- *Working capital management, V.K Bhalla, S.chand publication, edition 2014*
- *Financial Management – I.M.Pandey*
- *Financial Management – Khan & Jain*
- *Rangrajan and Mishra - Working Capital Management(Excel)*



Program: MBA

SEMESTER: Fourth

Course: CROSS CULTURAL MANAGEMENT

Course code- 11.672.3

Course Objective:

- The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.
- To develop interpersonal and intra-team competency in cross-cultural situations
- Critically analyse, select and evaluate the appropriate conceptual frameworks for firms approaching international markets

Unit I

Cross - Cultural Management – The Meaning and Concept; Cultural Orientations; Cross-cultural differences and managerial implications; Global HR issues: Differences in communication, work settings, negotiations, leadership,

Unit II

Work behaviour across cultures; National Culture and Organizational Culture; Hofstede's Cultural dimensional; value dimensions; copying with cultural differences; Understanding socialization; Implications of organizational cultures for International Management.

Unit III

Cultural diversity – Meaning and nature; importance of valuing diversity; the challenge of work-force diversity; Managing global staff: Recruitment, Selection criteria and issues; Retaining and motivating International staff;; Culture caricatures, team development and cooperation

Unit IV

Managing people in international context,. Cross- Cultural communication: Communication misperception, communication misevaluation, communication Misinterpretation; Communication break down across cultures. Cross-cultural leadership, Cross – cultural Motivation Bargaining behavior and negotiation strategies, Qualities of a good negotiator. Cross-cultural transitions: Expatriate employee- cross culture entry, Home county re-entry: careers in international management.

Suggested Reading:

1. *International dimensions of organizational Behaviour- Alder Nancy J.,PWS-Kent, 1991.*
2. *International Human Resource Management – Managing people in multinational context-Peter, J. Dowling, Denjee E. Welch and Randall S. Shuler, South – Western College Publishing 1999.*
3. *Culture's Consequences- Hofstede Geert.H Saga, 1999.*
4. *Globalising Management- Pucik Vladinia, Noel M. Tichy and Carole K. Barnett, John Wiley, 1992.*
5. *International Management- Hodgelts, Richard M. and Fred Luthans, Mc Graw Hill, 1994.*
6. *Organisational Behaviour- Luthans Fred,, Mc Graw Hill, 1995.*
7. *Cross Cultural Perspectives in Human Development(T.S. Sarawath) Sage Publication,2003.*



Program: MBA

SEMESTER: Fourth

Course: HUMAN RESOURCE PLANNING AND DEVELOPMENT

Course code-11.672.1

Course Objective:

- To understand the evolution and functions of HRD
- To identify the content, process and the outcomes of HRD applications
- To evaluate and understand diversity issues and their impact on organizations

UNIT 1.

Human Resource Planning: Relationship between HRM, HRP & HRD

Concepts, approaches, process and practices of Human Resource planning, methods and techniques of Human Resource planning, measurements in Human Resource planning, Relationship between HRM, HRP & HRD.

UNIT 2.

Human Resource Development: Concept and origin of HRD

Nature, history and philosophy of Human Resource Development (HRD), aims of HRD, approaches to HRD, Constraints in HRD, future of HRD

UNIT 3.

HRD Instruments and Intervention

HRD Instruments and interventions-Introduction: Influence of HRD on Employee Behaviour, Motivation, A Framework of HRD process.

Recruitment and selection-Techno application:Recruitment Process: searching, screening, evaluation and control, philosophy of recruitment, effective selection process, Induction, and Global recruitment.

Performance management: Evaluation of performance and review, potential appraisal and promotion, the relevance of American

Training and development: Importance of training and development, training process, inputs in training and development, ongoing process in training, elements of effective training

Unit 4.

Creating a learning organization through HR

Motivation, Rewards & Recognition System, Diversity and workplace management: principles and techniques of managing diversity;HR Audit; Competency modeling.

Suggested Readings:

1. Alope K.Sen, *Human Resource: Planning, Planning & Deployment* (Asian Books Private Limited 1st Ed 2003)
2. Vivek Paranjpe, *Hewlett Packhard- Strategic HR Planning* (Allied Publishers Ltd)
3. Randy L.Desimone, Jon M.Werner, and David M.Harris- *Human Resource Development* (Thomson South-western, Third edition)
4. P.C.Tripathi – *Human Resource Development* (Sultan Chand & sons)
5. Madan Mohan Verma- *Human Resource Development* (Gitanjali Publishing House)
6. *Human Resource Management*(Gary Dessler) 11th edition (Prentice Hall of India)



Program: MBA

SEMESTER: Fourth

Course: INDUSTRIAL RELATIONS

Course code- 11.672.2

Course Objective:

- To provide exposure of theories, techniques and approaches to manage Industrial Relations.
- To understand the importance of labour administration and Constitutional Provisions.
- To acquaint students with the principles and practices of management of Industrial Relations and to teach them the importance of various aspects and issues related to it.

Unit I

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation, ILO in IR.

Unit II

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization., Trade Union concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems : Discipline and misconduct; Grievance Handling Procedure;

Unit III

Industrial Performance: Labour turnover: Absenteeism; Workers' participation in management. Technological Change in IR-Employment issues, Management Strategy, Trade Union Response,

Unit IV

Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR ; Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act ; Important Provisions of Employees: State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Suggested Reading:

1. *Dynamics of Industrial Relations-* Mamoria CB, Mamoria, Gankar, (Himalayan Publications, 15th Ed.)
2. *Industrial Relations-* Singh B.D., (Excel, 1st Ed.)
3. *Industrial Relations, Trade Unions and Labour Legislation-* Indu Bala Sinha, (Pearson Education, 1st Ed.)
4. *Industrial Relations and Labour Laws-* Srivastava SC, (Vikas, 2000, 4th Ed.)
5. *Elements of Merchantile Law(N.D Kapoor) Sultan Chand & sons ,2009.*



Program: MBA

SEMESTER: Fourth

Course: ORGANIZATION CHANGE AND DEVELOPMENT

Course code- 11.672.4

Course Objective:

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

Unit I

Understanding Change: Nature, Forces, Types and Importance; Change Management challenges; Organizing for Change; Change Levers; Key roles of organizational change; Building a culture of change, Steps in change Management; Manager as a change agent. Fundamental Strengths of OD; Future of OD.

Unit II

Models of organizational change; Perspectives on Change; Managing resistance to change; Change and transition Management, Value based change; Nurturing Organizational change; Culture and Change.

Unit III

Organization Development: Concept and Nature; Underlying assumptions and value in OD; Foundations of organization Development. Issues in Consultant – Client relationship; Management Development Vs Organization Development; Success of an OD Programme.

Unit IV

Action Research and Organization Development; Organizational diagnosis- tools of OD interventions; Factors affecting choice of OD intervention; Team interventions: Process Consultation, Gestalt approach, Group technique, Role analysis Technique, Role Negotiating Technique, force-field Analysis, Responsibility charting; Organization Mirror interventions; Third party peace-micking.

Comprehensive interventions: Confrontation Meeting, Grid OD, Survey feedback; Structural interventions: Self-managed teams, Work - redesign, Re-engineering, Quality Circles, Total Quality Management;

Suggested Reading:

1. *Managing Change in organizations*, - Carnall C, Englewood Cliffs, New Jersey: Practice Hall International, 1955.
2. *Organization Development- French, W.E. and Bele, C.H.*, New Delhi: Prentice Hall of India, 1999.
3. *Organization Development: Nature, Origins and Prospects- Bennis, W.G.*,sage publishing
4. *Organization Development: Strategies and Models- Beckhard, Richard*,Goodyear pub.
5. *Process consultation – Its role in OD- Schein, Edgar H.*, Addison-Wesley Publication
6. *Developing Organizational Diagnosis and Actions- Lawrence Paul and Lorech J*, Prentice Hall Series
7. *Managing the Change process- Carr, D.K, Hard,K.J, and Trahant,W.J, MC*. Graw Hill, 1996.
8. *Managing organizational change- Nilakant V and Ramnarayan S.*, New Delhi: Response Books, 1998.



Program: MBA

SEMESTER: Fourth

Course: E-COMMERCE

Course code- 11.674.1

Course Objective:

- Analyze the impact of E-commerce on business models and strategy
- Describe Internet trading relationships including Business to Consumer, Business-to-Business, Intra-organizational.
- Describe the infrastructure for E-commerce
- Describe the key features of Internet, Intranets and Extranets and explain how they relate to each other.
- Discuss legal issues and privacy in E-Commerce
- Assess electronic payment systems
- Recognize and discuss global E-commerce issues

Unit 1

Introduction to Electronic Commerce : What is E-Commerce (Introduction and Definition) Main activities E-Commerce Goals of E-Commerce Technical Components of E-commerce Functions of E-commerce Advantages and Disadvantages of E-commerce Scope of E-commerce Electronic commerce Applications Electronic commerce and Electronic Business C2C,C2G , G2G , B2G , B2P,B2A, B2A, C2A, B2B,B2C)

Unit 2

Building own website :Reasons for building own website Benefits of website Bandwidth requirements Cost , Time , Reach Registering a Domain Name Web promotion Target email , Banner Exchange , Shopping Bots **Internet and Extranet :**Definition of Internet Advantages and Disadvantages of the Internet Component of a Intranet Information technology structure Development of a Intranet Extranet and Intranet Difference Role of Intranet in B2B Application

Unit 3

Electronic payment System :Introduction Types of Electronic payment system Payment types Traditional payment Value exchange system Credit card system Electronic funds transfer Paperless bill Modern payment cash Electronic cash

Unit 4

Technology Solution :Protecting Internet Communications Encryption Symmetric Key Encryption Public key Encryption Public Key Encryption using digital signatures Digital Envelopes Digital Certificates Limitations to Encryption solutions. **E-com Security :**E-commerce security environment Security threats in E-com environment Malicious code and unwanted programs Phishing and identity theft Hacking and cyber vandalism Credit card fraud/Theft Spoofing Denial of service(DOS) Distributed denial of service(dDOS)

Recommended Books :

1. E-Commerce- Kenneth C.Laudon and Carol Guercio Traver
2. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
3. Internet marketing and E-commerce-Ward Hanson and Kirthi Kalyanam
4. E-Commerce Concepts , Models , Strategies by -- G.S.V Murthy



Program: MBA

SEMESTER: Fourth

Course: NETWORK MANAGEMENT

Course code-11.674.4

Course Objective:

- Describe network management and the network management architecture
- Explain the various functions of network management.
- Gain in - depth theoretical and practical knowledge of network management, and in particular of SNMP (Simple Network Management Protocol).
- Compare a number of variations of the network man.

Unit-I

Introduction to Networking, Definition of a Communications Network Concept of a node, Nodes connected by links to form networks Types of Network- Understanding of operation and examples of use.

Unit-II

Network topology: physical and logical Point-to-point Connections Fixed configuration; dedicated capacity Circuit-switched Networks Circuit setup; reserved capacity; (e.g. telephony)

Unit-III

Message-switched Networks Circuit set-up; store and forward; message headers; (e.g. telex) Packet-switched Networks Packet headers; pipelining; datagram networks; (e.g. Internet) Types of Packet-Switched Network, Wide Area Networks (WANs), Internet Service Providers (ISPs), Local Area Networks (LANs), Metropolitan area network (MANs)

Unit-IV

Differences in ownership, speed, cost, number of nodes Transmission Media Open Wire; Twisted Pair; Coaxial Cable, Optical fibre Types of Communication - Client and Server Communication (e.g. DNS, arp, ping) Broadcast, Unicast and Multicast modes

Unit-V

Simplex, Duplex and Half-Duplex Information Flow Intro to TCP. Flow control vs. congestion control. Congestion collapse. Window-based and rate-based congestion Control

Suggested Reading:

1. *Network Management, Principles and Practice, Mani Subrahmanian, Pearson Education.*
2. *Network management, M.Morris Mano, Pearson Education.*
3. *Principles of Network System Administration, Mark Burges, Wiley Dreamtech.*
4. *Distributed Network Management, Paul. L, John Wiley.*



Program: MBA

SEMESTER: Fourth

Course: SOFTWARE ENGINEERING

Course code- 11.674.2

Course Objective:

- Model the structure and behavior a software system the UML class diagrams and state diagrams.
- Design a solution to a given problem using one or more design patterns and implement the design in a programming language.
- Apply software testing and quality assurance techniques at the module level, and understand these techniques at the system and organization level.
- Understand common lifecycle processes including waterfall (linear), incremental approaches (such as Unified process), and agile approaches.

Unit I

System Concept:Definitions, Sub-systems, Modules, Software Engineering goals, Software Process Models: Waterfall, Prototyping, Spiral, Communication skills for Software Engineer/Analyst. Software requirements, Software requirements specifications (SRS), Components of SRS.

Unit II

Systems Development Life Cycle:Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance.System Analysis: Principles of Structured Analysis, DFD, E-R-diagram, Data Dictionary, Cost estimation models, COCOMO model, Risk in estimation.

Unit III

Software Design: Objectives, Principles, Concepts, Design Process, Design Methodologies, Structured design, Modular design, Object oriented design, User-interface design: Menu, Screen and Report Lay out Designing, The Mode/Style of interaction between the system and the user.

Unit IV

Testing Fundamentals: Objectives, Principles, Testability, Test Cases, White Box & black box Testing, Testing Strategies: Verification & Validation, Unit Test, Integration Testing, Validation Testing, System Testing. Introduction to Computer Aided Software Engineering (CASE), Types of Data Processing -Batch, On-line and Real Time Processing.

Note :

Relevant Case Studies should be discussed in class.

Suggested Reading:

1. Roger Pressman, *Software Engineering Practitioner's Approach*, McGraw-Hill
2. Fairley, *Software Engineering Concepts*, Tata McGraw-Hill
3. Pankaj Jalote, *An Integrated Approach To Software Engineering*, Springer
4. Shere, Kenneth, *Software Engineering & Management*, Prentice Hall.
5. *Software Quality Engineering: A Total Technical and Management Approach*, Prentice Hall



Program: MBA

SEMESTER: Fourth

Course: VISUAL PROGRAMMING

Course code- 11.674.3

Course Objective:

- List as specifically as possible the learning objectives or outcomes the course is intended to produce.
- It is helpful here to think about the kinds of evidence you will need to assess the students' learning as your objectives should drive your assessment and grading schema.
- A well stated objective has two components: substance (content/subject matter like osmosis or absorption) and form: what action must the student perform with regards to the substance (compare and contrast, evaluate, analyze, apply, etc.)

Unit I

Introduction to Computer Programming The Concept of Programming; Computer Architecture and Techniques of Problem Solving; Algorithms; Translators; Introduction to 'C' Language; Why Use 'C'; Advantages of 'C'; Data Storage within a Computer Program; Using Variables; Constants and Literals for a Third Generation Language; the Predefined Data Types; Integers; Floating Point; Character; Boolean (Logical); Storage Classes; Scope of Variables: Global, Local, Static and External Variables; Control Structures.

Unit II

Achieving Modularization and Management of Files Employment of Algorithmic Approach for Development of a Solution to a Problem: Structure Charts, Pseudo Code etc; Producing Tested Programs; Programming Standards and Practice: Use of Comments, Code Layout E.G; Consistent Indentation and Descriptive Identifiers;

Unit III

Use of Functions/Procedures: Use/Create Functions/Procedures, Both Predefined and User-Defined, Map Structured Design onto a Program Using Functions/Procedures; Parameters: Passing Data by Value and Reference, Using Return Values; Error Types: Semantic, Syntax and Run-Time; Introduction to Arrays, Pointers and Structures; Handling File Management.

Unit IV

Advanced Data Structures Introduction to Linked List; Single Linked List and Double List; Circular List; Application of Stacks and Queues; Trees and Graph Implementation; Achieving Searching and Sorting within the Available Data. Introduction to OOPS What is Object Oriented; Benefits of OO and its' Methodologies; Difference between Object Oriented and Object Based.

Suggested Reading:

1. *Concepts of Programming Languages*, Robert W. Sebesta, Pearson Education.
2. *Algorithms in C*, Robert Sedgewick, Pearson Education.
3. *Let Us C*, Yaswant Kanetkar, BPB Publications.
4. *Theory and Problems of Data Structures*, Seymour Lipschutz, Tata McGraw Hill.



Program: MBA

SEMESTER: Fourth

Course: INDUSTRIAL MARKETING

Course code- 11.673.3

Course Objective:

- Compare and contrast the differences and similarities with the consumer market;
- Recognize the challenges posed to participants in business-to-business markets, from a derived demand to networks of interactions and relationships;
- Demonstrate an integrative understanding of various mechanisms for the elaboration of segmentation, targeting and positioning strategies in global business markets;
- Apply relevant marketing theory, inquiry and analysis skills to contemporary case studies and communicate outcomes employing professional discourse and formats;

Unit I

The concept of industrial marketing: Nature and scope, evaluation - Comparison with consumer products and markets - Future of industrial marketing as a separate discipline. Industrial goods demand and product

Characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers.

Unit II

The industrial customer: Industrial Buying organization - Industrial buying process - Characteristics - Buy grid frame Work of industrial buying situation -marketing strategies - Buying centre motives - Vendor evaluation and rating - Models of organizational buying behavior - Buyer, Seller relations - Marketing implications.

Unit III

The industrial market: Seizing marketing opportunities - Market segmentation models - Strategy - Demand analysis - Measurement of potential - Marketing planning - Market development strategy and process. Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix

Unit IV

Managing industrial product line: Product planning and development strategy - Product evaluation matrix models - Product portfolio analysis - Managing existing product line and developing new products.

Industrial marketing communication: Foundations of personal selling, the promotional component, advertising functions-establishing recognition, supporting and motivating salesmen.

Pricing industrial products: Formulation of pricing strategy - Review of pricing objectives - Methods - Pricing across product life cycle - Price administration - Price leadership. Managing channels of distribution: Channel participants - Channel design - Evaluation - Selection of alternatives - Channel management - Physical distribution and logistics.

Suggested Reading:

1. *Industrial marketing*, Ralph Alexander, All India Traveller Book Seller Publishers and Distributors
2. *Industrial marketing*. Robert Hass, Mason Charter Publishers,
3. *Industrial marketing*. Lawrence Fork, Publishers 10 Industrial Avenue Mahwah, New Jersey
4. *Industrial marketing*. Bhambra. A.S, A.K. Chaudhary: Books



Program: MBA

SEMESTER: Fourth

Course: **MARKETING OF SERVICES**

Course code- **11.673.1**

Course Objective:

- Appreciate the challenges facing the services marketing in traditional commercial marketing, e-marketing and non commercial environments;
- Appreciate the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing;
- Recognize the challenges faced in services delivery as outlined in the services gap model;
- Develop professional business writing skill

Unit I

Service Marketing: Introduction and concept, reasons for growth of Services. Characteristics of services. Consumer behavior in services: customer expectation of service, customer perceptions of service. Gaps Model

Unit II

Marketing Mix for services: product, price, place, promotion, physical evidence, people & process. Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Service scape, Managing Service Personnel; Employee and Customer Role in Service Delivery. Complaint handling and Service recovery strategies, Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint

Unit III

Consumer behaviour in Service Marketing, Relationship Marketing: importance & implementation in Service Marketing - levels of relationship bond.

Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

Unit IV

Marketing strategies for service marketing: segmentation, targeting and positioning, differentiation, life cycle. Services marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity

Suggested Reading:

1. *Service Marketing, GovindApte, OUP*
2. *Service Marketing, V.A. Zeithaml& M J Bitner : Tata McGraw Hill.*
3. *Service Marketing Ravi Shanker, Excel*
4. *Service Management & Operation, C Haksever, B Render, R Russel& R Mudrick : Pearson Education.*
5. *Service Marketing, HellenWoodruffe McMillan (India) Ltd.*
6. *Services marketing – text & readings P.k. sinha&s.c.sahoo (Himalya publishing house)*



Program: MBA

SEMESTER: Fourth

Course: **MARKETING RESEARCH**

Course code- **11.673.4**

Course objective:

- Plan and undertake qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve marketing issues.
- Be able to assess market research for quality and relevance.
- Critically analyse market research methods and understand their strengths and weaknesses.
- Demonstrate an understanding of the ethical framework that market research needs to operate within.
- Understand how marketing research fits into the broader strategic planning process, with reference to existing theories, concepts and models from within the program.
- Identify and describe the principal steps involved in the marketing research process.

Unit I

Introduction: Definition, Objectives, Application & Limitation of Marketing Research, Management uses of marketing research, Problem Formulation & steps in decision Making Process. Application of marketing research- Product Research, Advertising Research

Unit II

Research Design: Various Method of Research Design, Important Experimental Research Designs. Data Collection: Primary and Secondary Data Methods of Collecting Primary Data, Basic Methods of Collecting Data: Questionnaire Method / Observation Method

Unit III

Measurement and Scaling: Types of Scales, Sources of Error, Criteria for a Good Scale, Attitude Scales: Rating Methods, and Limitations of Attitude Measurement. Sample Size, Sampling methods and Procedure. Ranking scale,

Unit IV

Data Processing & Report Preparation: Analysis and Estimation, Hypothesis Testing, Chi square test , Correlation, Rank Correlation, Regression Analysis, Analysis of Variance.

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Suggestions and Recommendation.

Suggested Reading:

1. *Marketing Research, Harper W. Byod & Others - (All India Traveler Book Seller)*
2. *Marketing Research, Rajendra Nargundkar - (Tata McGraw Hill, 2nd Ed.)*
3. *Marketing Research, D.J. Luck and, R.S Rubin - (Prentice Hall of India, 7th Ed.)*
4. *Marketing Research: Measurement & Method Tull, D.S & Hawkins, D.L, (Prentice Hall of India, 6th Ed.)*
5. *Marketing Research, Beri, G.C - (Tata McGraw Hill, 4th Ed.)*



Program: MBA
SEMESTER: Fourth
Course: RETAIL MANAGEMENT
Course code- 11.673.2

Course objective:

- Understand the basics Of retailing
- Understand various function & types of Retailers.
- Understand the ways that retailers use marketing tools and techniques to interact with their customers

Unit I

Retailing: Definition, Scope, Economic significance, Opportunities in retailing, various retail formats, Multichannel retailing including online retailing (E-tailing), Changing scenario of retail, Customer Buying Behaviour in Retailing.

Unit II

Retailing Strategy: Retail strategy, Target market and retail planning process. Retail Locations and Site Selection, location opportunities, factors affecting the site selection, estimating demand for a new location. Human Resource Management in Retailing: Gaining competitive advantage through HRM, Designing retail organization structure, Motivating retail employees.

Unit III

Role of Personal selling in retail promotion mix – role of retail sales person – retail selling process – preparing for the customer – prospecting the customer – approaching the customer – presenting the merchandise demonstrating – handling objections – up selling – cross selling – making the sale. Franchising: Meaning, scope, types, history and overview, advantages and disadvantages to franchisee and franchisor, recognizing franchising opportunities, Assessing franchise feasibility.

Unit IV

Merchandise Management: Planning merchandise, buying merchandise, pricing decision for merchandise. Retail Communication Mix: Developing brands and building customer loyalty, Promotion strategy, planning a retail promotion strategy. Store Management: Managing the store, store layout, design and visual merchandising.

Suggested Readings

1. *Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, Fifth Edition, 2004.*
2. *Retail Management – ICFAI Centre for Management Research Publication*
3. *Integrated Retail Management (Indian Adaptation) – James R. Ogden and Denise T. Ogden – Biztantra, 2005.*



Program: MBA

SEMESTER: Fourth

Course: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Course code- 11.651

Course objective:

- Understand the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.
- Understand the leadership skills and personal characteristics needed to succeed in starting and managing a small business.
- Research, develop and implement a business plan.
- Analyze financial statements to determine strengths or weaknesses of an existing business.
- Understand the basic principles of small business marketing

Unit I

Entrepreneurship :

Concept , Need, Definition& role of Entrepreneurship ,Definition, characteristics& scope of Entrepreneur, Innovation, Invention, Creativity, Opportunities.Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur– comparative study , Roles& Responsibilities. Role of entrepreneur in Indian economy, Entrepreneurship as a career, Sustaining Competitiveness - Maintaining competitive advantage, Entrepreneurial culture. Reasons for the failure of entrepreneurial ventures, various case studies-successful, failed and turnaround ventures.

Unit II

Information : assistance from different organizations in setting up a new venture, technology parks, industrial corporations, directorate of industries / cottage and small scale .

Unit III

Laws : liabilities under the Factories Act, Shops & Establishment Act, Industrial Employment (Standing Orders) Act, Environment Protection Act, maintenance & submission of statutory records & returns, understanding labour - management relationship, Preparation of Project Report : product / service selection, economic viability and market feasibility, projected financial state

Unit IV

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development.Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

Case Studies: diagnostic case studies of successful / unsuccessful entrepreneurs,

Suggested Reading:

1. Creativity in Organisations- Nina Jacob, (Wheeler, 1998)
2. Entrepreneurship Development in India- C B Gupta & Srinivasan, Sultan Chand.
3. Entrepreneurship Mgmt. Aruna Kaulgud, Vikas
Culture of Entrepreneurship- B Berger, Tata McGraw Hill



Program: MBA

SEMESTER: Fourth

Course: ENVIRONMENTAL MANAGEMENT

Course code- 11.652

Course objective:

- Provide definitions of environment, management, systems and organizations in relation to environmental management
- Describe organizations as systems and their role in environmental management
- Understand the usefulness of systems thinking in relation to environmental management in organizations
- Explain how environmental management can be used as environmental protection and how organizations can define and manage risk

Unit-I: - Introduction to Environmental Studies: Self, Society, and Environment, Preservation vs. Conservation, Fundamental Causes of Environmental Problems, Opposing Values and Viewpoints on the Environment, Literature and the Environment

Unit II: Social Issues in Environment:- From unstable to sustainable Development urban Problem related to energy, Resettlement & Rehabilitation of people, Environment ethics , Consumerism, Environment Protection Act, Climate change, global warming, acid rain, ozone-layer depletion & nuclear accidents, Air Act, Waters Act, wild life protection Act, Issues involved in enforcement of environmental legislation for public Awareness.

Unit III: Environmental Ethics: Basic Facts and Environmental Ethics, Values, Science, and Environmental Ethics, Understanding Normative and Non-Normative Ethics,

Unit IV: Environmental Management: Introduction to Public Policy, Environmental Policy/Politics, International Environmental Law, International Environmental Politics. Environmental Policy of the Government of India and the working of the Ministry of Environment and Forests, Central Pollution Control Board, State Pollution Control Boards. Annual Report of the Ministry of Environment and Forests

Suggested Readings:-

1. William Dudley: The Environment: Opposing Viewpoints. Opposing Viewpoints Series. Greenhaven Press, 2001.
2. George S. Howard: How Should I Live My Life? Psychology, Environmental Science, and Moral Traditions. Rowman & Littlefield, 2002.
3. David Schmitz and Elizabeth Willott: Environmental Ethics: What Really Matters, What Really Works. New York: Oxford University Press, 2002.
4. Susan Armstrong and Richard Botzler: Environmental Ethics: Divergence and Convergence (second edition).



Program: MBA

SEMESTER: Fourth

Course: HUMAN VALUES AND ETHICS

Course code- 40M.451

COURSE OBJECTIVE- *To develop students' sensibility with regard to issues of gender in contemporary India.*

- *To provide a critical perspective on the socialization of human beings.*
- *To introduce students to information about some key aspects of Indian culture and ethics.*
- *To expose the students to debates on the politics and economics of work.*
- *To help students reflect critically on gender violence.*
- *To expose students to more egalitarian interactions between men and women.*
- *Students will attain a finer grasp of how gender discrimination works in our society and how to counter it.*

1. **VALUE CRISIS IN CONTEMPORARY INDIAN SOCIETY**

- 1.1 Value Crisis at the Individual Level
- 1.2 Societal Level
- 1.3 Intellectual Level
- 1.4 Cultural Level
- 1.5 Value – What are they?
- 1.6 The Indian Concept of Values.
- 1.7 Modern Approach to the Study of Values.
- 1.8 Aesthetic Sensibilities

2. **MORAL AND ETHICAL HUMAN VALUES**

- 2.1 Bases for Moral Judgment
- 2.2 Some Canons of Ethics.
- 2.3 Virtue Ethics.
- 2.4 Ethics of Duty.
- 2.5 Ethics of Responsibility
- 2.6 Factors to be considered in Making Ethical Judgments.
- 2.7 Different Meanings of Human Values
- 2.8 A New Approach to Human Value ,Freedom, Creativity Love &Wisdom

3. **MORAL VALUES IN PROFESSION**

- 3.1 What is a Profession?
- 3.2 Professional Ethos
- 3.3 Code of Professional Ethics
- 3.4 Practicing the Code
- 3.5 Corporate Social Responsibility



3.6 The Larger Domain of Human Values

3.7 Institutionalizing Ethics and Human Values

4. GENDER SENSITIZATION

4.1 Socialisation of women

4.2 Just Relationships, being together as equals

4.3 Declining sex ratio, demographic consequences

4.4 Women's work, its politics and economics, fact and fiction, unrecognized and unaccounted work

4.5 Domestic violence, eve teasing and harassment. Is home a safe place?

Recommended Texts:

- Dr. Rajan Mishra, Human Values: Laxmi Publications Pvt. Ltd.
- S. Dinesh Babu, Professional Ethics and Human Values; Laxmi Publications Pvt. Ltd.
- P.S. Rathore. Business Ethics And Communication; S.Chand Publishing
- Dr. K.Alex. Managerial Skills; S. Chand Publishing.
- Dr. M. Adithan, Study Skills For Professional Students For Higher Education , S.Chand Publishing
- Govindarajan M "Professional Ethics and Human Values."
- R.R. Gaur and R. Sangal " A Foundation Course in Human Values and Professional Ethics"