

**ACADEMIC REGULATIONS
COURSE STRUCTURE
AND
DETAILED SYLLABUS**

For

MASTER OF BUSINESS ADMINISTRATION



**JAWAHARLAL NEHRU TECHNOLOGY UNIVERSITY KAKINADA
KAKINADA - 533 003, Andhra Pradesh, India**

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY :
KAKINADA (Established by Andhra Pradesh Act No.30 of 2008)
Kakinada – 533 003, Andhra Pradesh (India)**

ACADEMIC REGULATIONS MBA (Regular) 2013-2014
(Effective for the students admitted into first year from the
academic year 2013-2014)

The MBA Degree of the Jawaharlal Nehru Technological University Kakinada shall be conferred on candidates who are admitted to the program and fulfill all the requirements for the award of the Degree:

1.0 ELIGIBILITY FOR ADMISSIONS

Admission to the above programme shall be made subject to the eligibility, qualifications and specialization prescribed by the University from time to time. Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination or at an Entrance Test conducted by the university subject to reservations prescribed by the university from time to time.

2.0 AWARD OF MBA DEGREE

- 2.1 A Student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.
- 2.2 A Student, who fails to fulfill all the academic requirements for the award of the degree within **FOUR** academic years from the year of their admission, shall forfeit his/her seat in MBA course.

3.0 ATTENDANCE

- 3.1 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in a minimum of 75% of attendance in aggregate of all the subjects.
- 3.2 Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College Academic Committee.
- 3.3 Condonation of shortage attendance shall be granted only on genuine and valid reasons on representation by the candidate

with supporting evidence.

- 3.4 Shortage of attendance below 65% shall in no case be condoned.
- 3.5 A candidate shall not be promoted to the next semester unless he fulfills the attendance requirements of the previous semester.

4.0 EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for practicals, on the basis of the Internal Evaluation and End Examination

- 4.1.1 For the theory subjects 60 marks shall be awarded based on the performance in the End Examination. Remaining 40 Internal marks are divided in Two Mid Examinations and taking average for awarding the Internal Marks.
- 4.1.2 Remaining 40 marks shall be awarded based on Internal Examination. Two Internal Examinations of 40 marks each will be conducted in semester and taking average for awarding the Internal Marks. The Internal Examination will have two components:
 - i) First 20 marks is Mid examination with duration of 120 minutes. The student has to answer four questions out of four questions.
 - ii) Remaining 20 marks is allotted for Mini Report (10marks for preparation of Report and 10 marks for presentation in the class room) in the respective subject.
- 4.2 For practical subjects, 60 marks shall be awarded based on the performance in the End Semester Examinations, 40 marks shall be awarded based on the day-to-day performance as Internal Marks.
- 4.3 A candidate shall be deemed to have secured the minimum academic requirements in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.
- 4.4 A Candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are

less than 50% and he has failed in the end examination. In such case candidate must re-register for the subject(s) and secure required minimum attendance. Attendance in the re-registered subject(s) has to be calculated separately to become eligible to write the end examination in the re-registered subject(s).

The attendance of re-registered subject(s) shall be calculated separately to decided upon the eligibility for writing the end examination in those subject(s). In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempt are nullified. At a given time a candidate is permitted to re-register for a maximum of two subject(s) in addition to the subjects of a regular semester.

- 4.5 A Candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters.
- 4.6 The viva-voce examination shall be conducted after completion of the fourth semester end examinations.
- 4.7 Laboratory examination for MBA course must be conducted with two Examiners, one of them being Laboratory Class Teacher and second examiner shall be other than Class Teacher.

5.0 EVALUATION OF PROJECT WORKS

- 5.1 A Project Review Committee (PRC) of the college is to be constituted with Principal/Director as chairperson, heads of the departments, which are offering PG courses, and two other senior faculty members of the department offering MBA.
- 5.2 Registration of Project work: A Candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to II semester.
- 5.3 Every candidate shall work on projects approved by the PRC of the College.
- 5.4 A student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise after the Second Semester/ Summer vacations In training period, the candidates should work on a specific problem related to the elective subject. At the end of practical training, the student should submit a certificate obtained from the organization.

The student should prepare a Project Report under the supervision of

a guide from the faculty of management of the concerned college. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.

- 5.5 Three copies of Project dissertation certified by the Project supervisor shall be submitted to the College/School
- 5.6 The project report shall be adjudicated by one examiner selected by the University.

The College will submit a 5-member panel who are eminent in that field of study.

- 5.7 The viva-voce examination of the project report shall be conducted by a board consisting of the External examiner, the Head of the Department and Supervisor. The Candidate should have to secure **Grade A/Grade B/Grade C** in Project viva-voce.

Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination.

- 5.8 If the candidate fails to secure **Grade A/Grade B/Grade C** in project viva-voce, the candidate will retake the viva-voce examination after three months. If he fails to get **Grade A/Grade B/Grade C** at the second viva-voce examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure **Grade A/Grade B/Grade C** again, the project shall be summarily rejected.

Grade A: Excellent, Grade B: Good, Grade C: Satisfactory, Grade D: Unsatisfactory

6.0 AWARD OF DEGREE AND CLASS

A candidate shall be eligible for the award of MBA degree if he satisfies the minimum academic requirements in every subject and in his project thesis/dissertation and viva-voce.

First class with Distinction:	70% or more
First class	below 70% but not less than 60%
Second class	below 60% but not less than 50%

7.0 WITHHOLDING OF RESULTS

If the candidate has not paid any dues to the university or if any case of indiscipline is pending against him, the result of the candidate will be withheld. The issue of degree is liable to be withheld in such cases.

8.0 TRANSITORY REGULATIONS

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course are eligible for admission to the same or equivalent subjects as and when subjects are offered, subject to 4.4.

9.0 GENERAL

- 9.1 The academic regulations should be read as a whole for purpose of any interpretation.
- 9.2 In case of any doubt of ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- 9.3 The University may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the University.
- 9.4 Wherever the word he, him or his occur, it will also include she, her and hers.
- 9.5 There shall be no transfers within the constituent colleges of Jawaharlal Nehru Technological University Kakinada.

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/ Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project

	(theory or practical) in which the candidate is appearing.	work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and

	the examination.	shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/ Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in-charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

	<p>outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	
7.	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8.	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining</p>

		examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions : (if the squad reports that the college is also involved in encouraging malpractices)
 - (i) A show cause notice shall be issued to the college.
 - (ii) Impose a suitable fine on the college.
 - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year.

JNTUK



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA



KAKINADA-533003, Andhra Pradesh (India)

For Constituent Colleges and Affiliated Colleges of JNTUK

Ragging

Prohibition of ragging in educational institutions Act 26 of 1997

Salient Features

- ⇒ Ragging within or outside any educational institution is prohibited.
- ⇒ Ragging means doing an act which causes or is likely to cause Insult or Annoyance of Fear or Apprehension or Threat or Intimidation or outrage of modesty or Injury to a student

	Imprisonment upto		Fine Upto
Teasing, Embarrassing and Humiliation	 6 Months	+	Rs. 1,000/-
Assaulting or Using Criminal force or Criminal intimidation	 1 Year	+	Rs. 2,000/-
Wrongfully restraining or confining or causing hurt	 2 Years	+	Rs. 5,000/-
Causing grievous hurt, kidnapping or Abducts or rape or committing unnatural offence	 5 Years	+	Rs.10,000/-
Causing death or abetting suicide	 10 Months	+	Rs. 50,000/-

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE JNTUK RAGGING FREE UNIVERSITY



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA



**KAKINADA-533003, Andhra Pradesh (India)
For Constituent Colleges and Affiliated Colleges of JNTUK**

Ragging

ABSOLUTELY NO TO RAGGING

1. Ragging is prohibited as per Act 26 of A.P. Legislative Assembly, 1997.
2. Ragging entails heavy fines and/or imprisonment.
3. Ragging invokes suspension and dismissal from the College.
4. Outsiders are prohibited from entering the College and Hostel without permission.
5. Girl students must be in their hostel rooms by 7.00 p.m.
6. All the students must carry their Identity Card and show them when demanded
7. The Principal and the Wardens may visit the Hostels and inspect the rooms any time.



**Jawaharlal Nehru Technological University Kakinada
For Constituent Colleges and Affiliated Colleges of JNTUK**

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE JNTUK A RAGGING FREE UNIVERSITY

Course Structure MBA (Regular) 2013-2014

(Effective for the students admitted into first year from the academic year
2013-2014)

I SEMESTER

Subject	Title	Marks	Credits
1	Management Theory & Organization Behavior	100	3
2	Managerial Economics	100	3
3	Accounting for Managers	100	3
4	Managerial Communication & Soft Skills	100	3
5	Business Environment	100	3
6	Quantitative Analysis for Business Decision	100	3
7	IT – LAB	100	2

SEMESTER - II

Subject	Title	Marks	Credits
1	Financial Management	100	3
2	Human Resource Management	100	3
3	Marketing Management	100	3
4	Production and Operations Management	100	3
5	Business Research Methods	100	3
6	Business Ethics and Corporate Governance	100	3
7	Mini Project+Seminar on Mini Project	50+50	2+2

SEMESTER - III

Subject	Title	Marks	Credits
1	Strategic Management	100	3
2	Legal Aspects of Business	100	3
3	Retail Management	100	3
4	Elective –I	100	3
5	Elective –II	100	3
6	Elective –I	100	3
7	Elective –II	100	3

SEMESTER - IV

Subject	Title	Marks	Credits
1	Logistic and Supply Chain Management	100	3
2	Entrepreneurship Development	100	3
3	Elective –III	100	3
4	Elective –IV	100	3
5	Elective –III	100	3
6	Elective – IV	100	3
7	Major Project & Comprehensive Viva	Grade	8
Total Marks / Credits		2700	90

Dual Electives:

The elective papers will be offered in the areas of Marketing, Finance, Human Resource Management (HRM), and Systems. The students should choose any **Two** of the following **elective areas** in the beginning of the third semester of MBA. Specialization will be offered subject to a minimum of 20 students.

Marketing (Elective-I)

- I. Product Management
- II. Promotion and Distribution Management
- III. Services Marketing
- IV. Consumer Behavior

Finance (Elective-II)

- I. Investment Management
- II. Banking and Insurance
- III. International Financial Management
- IV. Financial Risk Management

HRM (Elective-III)

- I. Compensation and Performance Management
- II. Management of Industrial Relations
- III. Global Human Resource Management
- IV. Management of Change and Development

Systems (Elective-IV)

- I. E-Business
- II. Enterprise Resource Planning
- III. Information Systems Audit & Control
- IV. Software Project Management

SYLLABUS

I - I	L	P	Credits
	4	-	3
MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR			

UNIT-1.

Nature of Management– definitions, scope and importance - managerial roles and functions–development of management thought - approaches to management - Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility. Planning: Nature and principles of planning - The Planning Process-MBO. Decision-making: role-significance- process-decision tree analysis – tools and techniques. Co-ordination-principles.

UNIT-II

Nature of organizing - principles – organization levels – types - and span of management- Organizational design and structure, approaches–delegation of authority - centralization and decentralization of authority – responsive organization. Controlling- Nature and importance – process – feedback system – Requirement for effective control – control techniques.

UNIT-III

Organizational behavior: Nature and scope – linkages with other social sciences - Individual perspective – Perception and process- Values, Attitudes- Learning and learning theories– Personality, types and models – Johari window – Transitional analysis-Approach to Organizational behavior - models of organizational behavior - Organizational culture and development.

UNIT-IV

Motivation – theories - Leadership – approaches to leadership – leadership behavior and styles – leadership skills – leadership in cross-cultural environment – women and corporate leadership –Group dynamics – group formation and development -conflict management and negation skills.

UNIT-V

Organizational culture and effectiveness: Definition – creating organizational culture- approaches to organizational culture – learning of organizational culture – measurement of organizational culture – organizational effectiveness – nature and importance.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. William, Tripathy: “**MGMT (including instructor recourses)**”, Cengage Learning, New Delhi, 2013
2. Dr.P.Subba Rao and Prof. N.Sambasiva Rao:”**Management and Organizational Behaviour - (Text and Cases)**”, Himalaya Publishing House, Mumbai
3. Griffin, Moorhead: “Managing Organisational Behaviour”, Cengage Learning, New Delhi.2013.
4. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
5. Mullins, Laurie: “**Management and Organisational Behaviour**”, Pearson Education, New Delhi, 2013
6. Jennifer M.George and Gareth R. Jones: “**Understanding and Managing Organizational Behavior**”, Pearson Education, New Delhi, 2009.
7. Meenakshi Gupta: “**Principles of Management**”, PHI Private Limited, New Delhi, 2009.
8. J S Chandan: “**Management Theory and Practice**”, Vikas Publishing House Limited, 2009
9. Anil Bhat, Arya Kumar: “**Management**”, Oxford University, New Delhi, 2008.
10. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
11. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
12. Gupta R S, Sharma B D Bhalla N S: “**Principles and Practice of Management**”, Kalyani Publications, Hyderabad, 2008.
13. PareekUdai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.

I - I	L	P	Credits
	4	-	3
MANAGERIAL ECONOMICS			

UNIT-I

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle , Risk & uncertainty.

UNIT-II

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

UNIT-III

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT-IV

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

UNIT-V

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Dwivedi D N: “**Managerial Economics**”, Vikas Publishing House Private Limited, New Delhi, 2009.
9. S.B. Srivastava: “**Engineering and Managerial Economics**”, SCITECH Publication, New Delhi.
10. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
11. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
12. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.
13. Hirsegey: “**Managerial Economics**”, Cengage Learning, New Delhi, 2013.
14. P.N.Chopra: “**Managerial Economics**”, Kalyani Publications, New Delhi, 2011

I - I	L	P	Credits
	4	-	3
ACCOUNTING FOR MANAGERS			

UNIT-I

(a) Accounting process: Definition of accounting. Accounting Cycle. Classification of accounts, accounting equation – static and dynamic nature of accounting. Users of accounting information. Books of original entry, ledger, trial balance, Terminal accounts. Accounting Concepts and conventions and their implications on the data generation.

(b) Measuring Business income: Distinction between capital and revenue: Matching revenue and Expenditure; The role of accounting policies like Depreciation and inventory valuation on reported income and related accounting standards (AS).

UNIT-II

Understanding Terminal accounts: a) preparation and presentation of income statement; Balance Sheet

b) Accounting standards—their rationale and growing importance in global accounting environment, IAS-IFRS-US GAAP; Human resource accounting concept and importance – Valuation of human resources. Preparation and presentation of final accounts of companies. Guidelines for disclosure.

C) Taxation and tax planning; corporate tax rates and tax structure;

UNIT-III

Financial Analysis: The scope and purpose of financial analysis; financial statement analysis. a) Ratio analysis – liquidity, activity, structural, coverage and profitability ratios; predictive power of ratio analysis; Inflation and financial analysis; applications of financial analysis; Related AS.

b) Funds flow analysis; concepts of funds; ascertaining funds from operations ; Sources of funds: Uses of funds; Preparation and analysis of funds flow statement and cash flow statement. Related AS.

UNIT-IV

Cost accounting concepts; role of cost accounting information in planning and control; interfaces of cost accounting; financial accounting and

managerial accounting; Cost concepts. Determination of product cost. Preparation of cost sheet under different cost heads

UNIT-V

Cost behavior and Decision making; methods for determining fixed and variable costs; CVP analysis and decision making break even analysis- key factor distribution & analysis; Optimization of product mix, make or buy decisions.

Capacity utilization, plant shutdown, CVP under conditions of uncertainty-sensitivity analysis, Standard costing, Definition of Standard Costing, Purpose of standards, Types of standards, standard setting. Zero based budgeting: concept , importance and relevance.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Finanacial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
6. Paresh Shah: “**Financial accounting for management**”, Oxford University press, New Delhi, 2013.
7. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
8. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
9. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
10. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

I - I	L	P	Credits
	4	-	3
MANAGERIAL COMMUNICATION			

UNIT-I

Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication - Oral Communication - Visual Communication, Audio Visual Communication – Silence-Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT-II

Managing Organization Communication – formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

UNIT-III

Managing Motivation to Influence Interpersonal Communication- Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

UNIT-IV

Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

UNIT-V

Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques – Communication etiquettes.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: “*Business Communication and Soft Skills*”, Excel Books, 2008.
3. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “*Business Communication*”, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: “**Business Communication**”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:”**Business and Professional Communication**”, SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi, 202011

I - I	L	P	Credits
	4	-	3
BUSINESS ENVIRONMENT			

UNIT-I

Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

UNIT-II

Structure of Indian economy – Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

UNIT-III

Fiscal Policy: nature and significance – public revenues – expenditure-debt, development activities allocation of funds – critical analysis of the recent fiscal policy of Government of India. Balance of Payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures.

UNIT-IV

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT-V

Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control

and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
7. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
10. Government of India, **Latest Economic Survey Report**.

I - I	L	P	Credits
	4	-	3

QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

UNIT-I

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and

Regression Analysis

Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's

Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

UNIT-II

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

UNIT-III

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

UNIT-IV

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT-V

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. N.D.Vohra: “**Quantitative Techniques in Management**”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “**Operations Research: Theory and Applications**”, Macmillan Gupta S.P: “**Statistical Methods**”, S. Chand and Sons, New Delhi,
3. Anand Sharma: “**Quantitative Techniques for Business decision Making**”, Himalaya Publishers, New Delhi, 2012;
4. D P Apte: “**Operation Research and Quantitative Techniques**”, Excel Publication, New Delhi, 2013
5. Hamdy, A.Taha: “**Operations Research: An Introduction**”, Prentice-Hall of India, New Delhi 2003.
6. Anderson: “**Quantitative Methods for Business**”, Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, “**Business Mathematics**”, S Chand and Sons, New Delhi
8. R.B.Khanna: “**Quantitative Techniques for Managerial Decision**”, PHI Learning, New Delhi, 2012.
9. Keller, G, “**Statistics for Management**”, 2009, 1st Ed, Cengage Learning.
10. Amir D. Aczel and Jayavel Sounderpandian, “**Complete Business Statistics**”, TMH,
11. C.R.Kothari: “**Quantitative Techniques**”, Vikas Publishing House, New Delhi, 2010
12. L.C.Jhamb: “**Cases and Problems in Quantitative Techniques**”, Everest Publishing House, New Delhi,

I - I	L	P	Credits
	-	6	3
INFORMATION TECHNOLOGY LAB (100% LAB)			

UNIT-I

Introduction of various software used for business and their significance in the current business environments. Introduction of software MS Office, SQL.

UNIT-II

Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations

UNIT-III

Statistics for management - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

UNIT-IV

Data Collection and analyzing techniques - chats, flow diagrams TQM methodologies

UNIT-V

Preparation and presentations of mini projects assigned for course work of first semester.

REFERENCES:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

I – II	L	P	Credits
	4	-	3
FINANCIAL MANAGEMENT			

UNIT -I

The Finance function: Nature and Scope. Evolution of finance function – The new role in the contemporary scenario - Goals of finance function – Firm’s mission and objectives. maximizing vs. satisfying (School); Profit vs. Wealth Vs. Welfare: the agency relationship and costs – The new debate on maximizing – vs.- satisfying. Major decision of financial manager. Risk-return trade off.

UNIT-II

Financing Decision: Sources of finance - a brief survey of financial instruments. Concept and financial effects of leverage. The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.

UNIT-III

(a) The Investment Decision: Investment decision process- Concept of time value of money. Techniques of time value of money. Developing Cash Flow Data. Using Evaluation Techniques-Traditional and DCF methods. The NPV vs. IRR Debate. Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty: Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta coefficients, Probability tree approach – Sensitivity analysis (a brief discussion of concepts and their numerical applications only).

(b) Dividend Decision: Major forms of dividends- Cash and Bonus shares. The theoretical backdrop-Dividends and valuation: Major theories centered on the works of Gordon walter and Lintner – Dividend policies of Indian Corporate.

UNIT-IV

Working Capital Management: Concepts and characteristics of working capital. Factors determining the working capital. Estimating working capital

requirements. Working capital policy. Management of current assets – Cash, Receivables and Inventory.

UNIT-V

Mergers and acquisitions: Merger vs. acquisition, types of mergers, mergers and acquisition trends in India. Tender offer and hostile takeover. Leveraged buy-outs. Financial management in Government companies: Scope of finance function in PSU. Social responsibility of PSUs, Performance and zero base budgeting in PSUs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. P.Vijaya Kumar, P.S.Ravindra, V. Kirankumar ”**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
3. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
9. A.P.Rao: “**Fundamentals of Financial Management**”. Everest Publishing House, New Delhi.
10. Vyuptakesh Sharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.
11. Shashi K.Gupta: “**Financial Services**”, Kalyani Publishers, New Delhi, 2012.

I - II	L	P	Credits
	4	-	3
HUMAN RESOURCE MANAGEMENT			

UNIT-I

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organisational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

UNIT-II

Investment perspectives of HRM: HR Planning –demand and supply forecasting - Recruitment and Selection- sources of recruitment - Tests and Interview Techniques - Training and Development – methods and techniques– training evaluation - retention - Job Analysis – job description and specifications. Management development - HRD concepts – mechanisms – career planning and counseling.

UNIT-III

Performance Evaluation: importance – methods – traditional and modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT-IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

UNIT-V

Managing Industrial Relations- Trade Unions-Employee Participation

Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms. –Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress. HR accounting and auditing: Nature and significance –problems – HR audit - process – HRIS - methods.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “*Human Resource Management*”, Excel Books, New Delhi, 2010
6. Muller_Camen, Croucher and Leigh: “*Human Resource Management-A Case Study Approach*”, JAICO Publishing, Delhi.
7. S.Seetharaman, B.Venkateswara Prasad: “*Human Resource Management*”, SCITECH Publication (India) Limited, Hyderabad, 2009.
8. Gary Dessler, Biju Vrkkey: “*Human Resource Management*”, Pearson Education, New Delhi, 2011
9. Uday Kumar Haldar: “*Human Resource Development*”, Oxford University Press, New Delhi, 2012.
10. Narendar Singh: “*Human Resource Management*”, Universities Press (India) Private Limited, Hyderabad, 2011.
11. B.B.Mahapatro: “*Human Resource Management*”, New Age International Publishers, New Delhi, 2011
12. R.S.Dwivedi: “*Human Relations and Organisational Behaviour*”, MacMillan Business Books, New Delhi, 2013.

I – II	L	P	Credits
	4	-	3
MARKETING MANAGEMENT			

UNIT-I

Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Marketing Intelligence system, marketing decision system

UNIT-II

Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.

UNIT-III

Pricing Strategy: Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.

UNIT-IV

Marketing Communication: the communication process , Communication mix, Managing advertising sales promotion , Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.

UNIT-V

Marketing Organization and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.
7. Arun Kumar, Meenakshi N: “**Marketing Management**”, Vikas Publishing House, New Delhi, 2012.
8. Sontakki C.N.: “**Marketing Management**”. Kalyani Publishers, New Delhi, 2012..
9. Kenneth E, Clow, Donald Baack: “**Cases in Marketing**”, SAGE ,New Delhi, 2012.
10. Dilip M, Sarwate: “**Indian Cases in Marketing Management**”, Everest Publishing House, New Delhi,

I – II	L	P	Credits
	4	-	3
PRODUCTION & OPERATIONS MANAGEMENT			

UNIT-I

Introduction: Overview & Definition of production and operations management. Nature and Scope of Production and Operations Management- Historical Evolution –Role & responsibilities of the production manager. Types of manufacturing processes and Product Design.

UNIT-II

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations, Work Design: Method Study and Work Measurement - Work Sampling.

UNIT-III

Managing of Work Environment –Automation —Technology Management - Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT-IV

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT-V

Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, New Delhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi, 2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. Alan Muhlemann, John Oakland, Jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi, 2013
6. Gagan Deep & Mandeep : “**Production and operations Management**”, Kalyani publishers, New Delhi, 2010
7. Upendra Kachru: “**Production and Operations Management**”, Excel Books, New Delhi, 2013.
8. L.C. Jhamb: “**Production and Operations Management**”, Everest Publishing House, New Delhi, 2013.
9. Kaushal: “**Case Studies solutions in Production and Operations Management**”, MacMillan, New Delhi, 2012.
10. P.Ram Murthy: “**Production and Operations Management**”, New Age International Publishers, New Delhi, 2009.

I – II	L	P	Credits
	4	-	3
BUSINESS RESEARCH METHODS			

UNIT-I

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT-II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT-III

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT-IV

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

UNIT-V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Navdeep and Guptha : **“Statistical Techniques & Research Methodology”**, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: **“Business Research Methods”**, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: **“Research Methods for management”**, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: **“Introducing Research Methodology”**, SAGE, New Delhi, 2012.
5. Cooper R.Donald and Schindler S. Pamela: **“Business Research Methods”**, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: **“Research Methodology”** , Everest Publishing House, New Delhi, 2010.
7. Sachdeva: **“Business Research Methods”**, Himalaya Publishing House, Mumbai, 2011
8. Ranjit Kumar: **“Research Methodology”**, Pearson, New Delhi, 2012
9. Deepak Chawla , Neena Sondhi: **“Research Methodology, Concepts and Cases”** Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: **“Business Research Methods”**, Oxford University Press, New Delhi, 2011.

I – II	L	P	Credits
	4	-	3
BUSINESS ETHICS AND CORPORATE GOVERNANCE			

UNIT-I

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

UNIT-II

Impact of Globalization on Indian business ethics. Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

UNIT-III

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy.Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

UNIT-IV

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT-V

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “**Cases in Business Ethics**”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.
5. A.C.Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.
6. H.C.Mruthyunjaya: “**Business Ethics and Value Systems**”, PHI Learning, New Delhi, 2013.
7. U.C Mathur: “**Corporate Governance Business Ethics; Text and Cases**”, MacMillon, New Delhi, 2012.
8. Bob Tricker: “**Corporate Governance**”, Oxford University Press, New Delhi, 2010.
9. Sisir Mazumder: “**Values and Ethics in Profession**”, Everest Publishing House, New Delhi, 2013.

I – III	L	P	Credits
	4	-	3
STRATEGIC MANAGEMENT			

UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Crafting a strategy - Industry and Competitive Analysis

UNIT-II

Environmental Scanning and leadership: Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

UNIT-III

Strategy Formulation : Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

UNIT-IV

Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-V

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Vijaya Kumar P., Hitt A : **Strategic Management**, Cengage learning, New Delhi,2010
2. John A PearceII, Amita Mital: “**Strategic Management**”, TMH, New Delhi, 2012.
3. Sanjay Mohapatra: “**Cases Studies in Strategic Management**”, Pearson, New Delhi,2012
4. Adrian Haberberg&Alison: **Strategic Management**, Oxford University Press, New Delhi, 2010
5. P.Subba Rao: “**Business Policy and Strategic Management**” Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “**Strategic Management and Business Policy**”, Excel Books, New Delhi, 2012
7. Edward Freeman R: “**Strategic Management**”, Cambridge University Press,New Delhi, 2011.
8. U.C.Mathur: “**Strategic Management**”, MacMillan Pulishers, New Delhi, 2010
9. R.Srinivasan: **Strategic Management**, PHI Learning, New Delhi, 2012
10. Nag A: “**Strategic Management**”, Vikas Publishing House, New Delhi, 2011.
11. S.K.Sarangi:”**Modern Strategic Management**”, Everest Publishing House,New Delhi, 2010.

I – III	L	P	Credits
	4	-	3
LEGAL ASPECTS OF BUSINESS			

UNIT-I

Importance of Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

UNIT-II

Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale – Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right – Machinery for Redressal of Consumer Grievances. – Information Technology Act 2000.

UNIT-III

Contract of Agency: Kinds of Agents – Creation of Agency- Duties and Rights of Principal and Agents- Principal's Liability for the Acts of the Agent-Liability of Agent – Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

UNIT-IV

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

UNIT-V

Company Act 1956-Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association – Kinds of Shares – Duties of Directors-Winding up.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Ravindra Kumar: “**Legal Aspects of Business**”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “**Business Legislation for Management**”, Vikas Publishing House, New Delhi, 2012
3. Pathak: “**Legal Aspects of Business**”, Tata McGraw Hill, New Delhi, 2010
4. S.N.Maheshwari, S.K.Maheshwari: “**A Manual of Business Laws**”, Himalaya Publishing House, 2013.
5. P.K.Padhi: “**Legal Aspects of Business**”, PHI Learnings, New Delhi, 2013
6. S.S Gulshan: “**Business Law**”, Excel Books, New Delhi, 2012
7. Daniel Albuquerque: “**Legal Aspects of Business**”, Oxford University Press, New Delhi, 2013
8. S.S.Gulshan, G.K.Kapoor: “**Business Law Including Company Law**”, New-Age Publishers, New Delhi, 2011
9. Tejpal Sheth: “**Business Law**”, Pearson, New Delhi, 2012.
10. N.M.Vechalekar: “**Business Law**”, Everest Publishing House, New Delhi, 2011.

I – III	L	P	Credits
	4	-	3

RETAIL MANAGEMENT

UNIT-V

Basic concept of retailing – retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing

services retailing- legislation for retailing in India.

UNIT-II

Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

UNIT-III

Retail location – types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.

UNIT-IV

Store layout and design, store operations and inventory management-merchandise planning and control, buying merchandise – developing assortment plan.

UNIT-V

Retail pricing strategy, category management, customer services – retail branding- International retailing – promotional strategies – advertising, sales promotion, store atmosphere.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:”**The Art of Retailing**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, “**Retail Management-A Strategic Approach**”, Pearson Education, New Delhi, 2011.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”**Retail Management**”, Oxford University Press, New Delhi, 2012.
7. Gibson G Vedamani, “**Retail Management**”, Jaico Publishing House, New Delhi.
8. Dunne: “**Introduction to Retailing**”, Cengage Learning, New Delhi, 2013

I - III	L	P	Credits
	4	-	3
(HRM-ELECTIVE-I) COMPENSATION AND PERFORMANCE MANAGEMENT			

UNIT-I

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation – aligning compensation strategy with business strategy – concept of reward - non-financial compensation system - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

UNIT-II

Wage concepts and theories: minimum wages, fair wages, living wages – money and real wages – wage theories – wage incentives - classification of incentives, incentive systems, wage incentives in India, recommendations of the National Commission on Labor – fringe benefits - wage differentials – linking wage with productivity. Executive compensation – trends – welfare measures – statutory and non-statutory.

UNIT-III

Wage and Salary administration: Nature and importance – job analysis – methods - job evaluation - wage determination process – methods of wage fixation – wage structure - multi-dimensional approach – wage problems – wage surveys – wage administration –economic objectives of wage policy – legal frame work – The payment of Wages Act 1936, The Minimum Wages Act 1948 and other similar act and amendments – institutional mechanism for wage determination

UNIT-IV

Performance Management: Importance - methods- process- Definition, concepts and scope – Goal Setting- Linkages to Strategic Planning- Competency mapping- Performance Management System: objectives –

Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- Performance Management Tools: Importance- Traditions and Modern Techniques- Balanced Score Card- 360 Degree Performance Appraising- Merit Rating- MBO- BARS

UNIT-V

Unit 6: Appraising for Recognition & Reward: Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system –Organizational effectiveness - Performance management skills – Building and leading High performing teams – Performance Monitoring and Counseling: Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- Role efficiency- Coaching- Counseling and Monitoring- Performance Audit.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. T.V.Rao: “**Performance Management Appraisal Systems**”, Sage Publications, 2008
2. A.M.Sarma, N.Sambasiva Rao: “**Compensation and Performance management**”, Himalaya Publishing House, Mumbai
3. Dewakar Goel:”**Performance Appraisal and Compensation Management**”, PHI Learning, New Delhi, 2012
4. B.D.Singh: “**Performance Management Systems**” Excel Books, New Delhi,2010
5. A.S. Kholi: “**Performance Management**”, Oxford University Press, New Delhi,2012
6. Prem Chadha: “**Performance Management**”, Macmillan India, New Delhi, 2008.
7. Bagchi: “**Performance Management**”, Cengage Learning, New Delhi, 2012.
8. Topomoy DEB: “**Compensation Management**”, Excel Books, New Delhi, 2009
9. George T Milkovich, JerryM Newman, C.S.Venkatratnam: “**Compensation**”, TMH, New Delhi, 2013

I – III	L	P	Credits
	4	-	3

(HRM-ELECTIVE-II)
MANAGEMENT OF INDUSTRIAL RELATIONS

UNIT-I

Industrial Relations Management – Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

UNIT-II

Trade Unions- introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

UNIT-III

Quality of Work Life: Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics – Promoting peace.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

UNIT-IV

Social Security: introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.

UNIT-V

Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing

Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011
8. S.C.Srivatava: “**Industrial Relations and Labour Laws**”, Vikas Publishing House, New Delhi, 2013.
9. R.Sivarethnamohan: “**Industrial Relations and Labour Welfare**”, PHI Learning, New Delhi, 2010.
10. Amandeep Kaur: “**Industrial Relations**”, Kalyani Publishers, New. Delhi, 2010.

I – III	L	P	Credits
	4	-	3
(MKT-ELECTIVE-I)			
PRODUCT MANAGEMENT			

UNIT-I

Basic concept of Product- Product planning – Defining Market strategies for leaders, challengers, Followers. Product life Cycle and market evaluation – product differentiation and deletions. Product Portfolio Analysis

UNIT-II

New Product Development: Categories of New Product – New product Development - New Product Launch – product modification – pricing decision – customer and competitor analysis – product forecasting and financial analysis

UNIT-III

Concept of Branding: Traits of Successful Brands – Brand Positioning – Anatomy of Brand – Leveraging Brands, Brand equity, Brand extension and Brand Building. Model for Global Brand Building

UNIT-IV

Marketing Organisation: Market Testing – Launch Management – Marketing Metrics – Public policy Issues – Product liability- Environmental needs – Sale methods- Brand Repositioning - Channel Management – Customer Relationship Management

UNIT-V

Packaging: Introduction – Advantages and Importance of Packaging - Packaging design – Consumer protection. Product Piracy, Worthy Products - Personal ethics and Residual Issues - Packaging trends in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. K.S.Chandrasekar: Product Management-Text, Applications and Cases, Himalaya Publishing House, New Delhi.
2. Donald R. Lehmann, Russell S.Winer: Product Management, TaTa McGraw-Hill, New Delhi.
3. S.A. Chunawalla: Product Management, Himalaya Publishing House, New Delhi.
4. Merle Crawford, Anthony Di Benedetto, New Product Management, TaTa McGraw-Hill, New Delhi.
5. Ramanuj Majumdar: "Product Management in India", PHI Learning, New Delhi.

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I - III	L	P	Credits
	-	-	3
(MKT-ELECTIVE-II)			
PROMOTION AND DISTRIBUTION MANAGEMENT			

UNIT-I

Sales Promotion: Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques. Publicity: Public relations campaign, use of press, radio and TV, opinion building, customer service and community service.

UNIT-II

Advertising: Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement for consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix. Pre-testing, post testing, experimental designs

UNIT-III

Organizing for Advertising: Advertising department , objectives and functions - Role of advertisement agencies, skills and service, client agency relationship. Public Relations, Publicity and corporate advertising. Publicity, power of publicity, control and dissemination of publicity, advantages and disadvantages.

UNIT-IV

Advertisement budgets: Types, determining optimal expenditure, decision models, sales response and decay, communication, Ad media: media selection, optimizing approaches, scheduling, research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.

UNIT-V

Contours of Distribution Management – Wholesaling – Retail theories and Formats – Physical Distribution Management – Transportation and Traffic Management – Warehousing and Storage.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Krishna K Havaldar, Vasant M Cavale: “**Sales and Distribution Management**”, TMH, 2011.
2. S.L.Gupta: “**Sales and Distribution Management**”, Excel Books, New Delhi, 2010
3. S.A.Chunawalla: “**Advertising, Sales and Promotion Management**”, Himalaya Publishing House, New Delhi, 2012
4. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni: “**Sales Management**”, Pearson New Delhi, 2013
5. George E Belch, Michael A Belch, Keyoor Purani: “**Advertising and Promotion: An Integrated Marketing Communication Perspective**”, TMH, New Delhi, 2012
6. A.S.Gupta: “**Advertising and Sales Promotion**”, Everest Publishing House, New Delhi, 2010
7. Tapan K.Panda, Sunil Sahadev: “**Sales and Distribution Management**”, Oxford University Press, New Delhi, 2010
8. Pingali Venugopal: “**Sales and Distribution Management**”, SAGE Publication, New Delhi, 2012

I - III	L	P	Credits
	4	-	3
(FIN-ELECTIVE I)			
INVESTMENT MANAGEMENT			

UNIT-I

Investments: Definition of investment, Investment Decision Process; Sources of investment information; Real investment vs. financial investment, Investment vs. Speculation; Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of realized return and expected return. Ex-ante and ex-post returns. Measurement of risk-range. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental and Technical Analysis; Efficient Market Hypothesis.

UNIT-II

Fixed Income Securities - Analysis, Valuation and Management Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily/optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. Bond immunization, active and passive bond portfolio management strategies.

UNIT-III

Common Stocks - Analysis and Valuation: Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

UNIT-IV

Portfolio Theory: Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM): over-pricing and under-pricing securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

UNIT -V

Mutual Funds and Portfolio Evaluation: Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India. Performance measures- Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "**Fundamentals of Investments**", PHI,
2. Reilly, Brown: "**Analysis of Investments and Management of Portfolios**", Cengage Learning, New Delhi, 2013
3. Prasanna Chandra, "**Investment Analysis and Portfolio Management**", TMH, New Delhi, 2013
4. Charles.P.Jones, "**Investments: Analysis and Management**", John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., "**Theory and Problems of Investments**". Schaum's Outline Series, TMH, New Delhi,
6. Preeti Singh, "**Investment Management**", Himalaya Publishing House. New Delhi.

7. Peter L. Bernstein and Aswath Damodaran, “**Investment Management**”, Wiley Frontiers in Finance.
8. Shashi and Rosy: “**Security Analysis and Portfolio Management Investment Management**”, Kalyani Publishers, New Delhi 3rd ed.
9. Dhanesh Khatri, “**Investment Management and Security Analysis;Text and Cases**”, Macmillan Publishers. New Delhi, 2011
10. Sudhindra Bhat, “**Security Analysis and Portfolio Management**”, Excel Books.32
11. Punithavathy Pandian, “**Security Analysis and Portfolio Management**”, Vikas Publishing House, New Delhi.
12. V.K.Bhalla: “**Fundamentals of Investment Management**”, S.Chand, New Delhi, 2013

I - III	L	P	Credits
	4	-	3
(FIN-ELECTIVE-II)			
BANKING AND INSURANCE			

UNIT -I

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

UNIT -II

Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT -III

Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III.

Banking Innovations:-Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

UNIT-IV

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers:

Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

UNIT-V

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Vijayakumar P., Srinivasa Subbarao P., Himalaya Publication, New Delhi.
2. Peter.S.Rose & Sylvia. C. Hudgins: “**Bank Management & Financial Services**”, Tata McGraw Hill New Delhi, 2010,
3. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:”**Risk Management & Insurance**”, Cengage Learning, New Delhi
4. Reddy K S and Rao R N: “**Banking & Insurance**”, Paramount Publishing House 2013.
5. Vasant Desai: “**Banks & Institutional Management**”, Himalaya Publishing House 2010.
6. R.K.Sharma, Shashi and Jagwant: “**Banking and Insurance**”, , Kalyani Publishers, 16th edition.
7. Emmett J. Vaughan & Therese M. Vaughan: “**Fundamentals of Risk & Insurance**”, Wiley, India Edition.

8. H. Narayanan: “**Indian Insurance – A Profile**”, Jaico Publishing House, New Delhi.
9. Harold. D. Skipper & W. Jean Kwon: “**Risk Management & Insurance, Perspectives in a Global Economy**”, Blackwell Publishing New Delhi.
10. S. Aruna Jatesan, T.R. Viswanathan: “**Risk Management & Insurance**”, MacMillan New Delhi.
11. Mark. S.Dorfman: “**Introduction to Risk Management & Insurance**”, Prentice-Hall of India Private Limited
12. NIA: “**Life Insurance Principles and Practices**”, Cengage Learning, New Delhi,2013.
13. Neelam C.Gulati: “**Banking and Insurance: Principles and Practice**”, Excel Books, New Delhi 2011.

I – III	L	P	Credits
	4	-	3
(SYS-ELECTIVE-I)			
E-BUSINESS			

UNIT-I

Introduction to e-Business: Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E-Business.

UNIT-II

E-Business Models: Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

UNIT-III

Building an E-Business: Design and Development and Management – E-Business Solutions - Online Monetary Transactions. e-Wallets – Digital Currency and Alternate Consumer Payment Options .Smart Cards, e-Billing developing payment standards.

UNIT-IV

Internet Marketing: Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-CRM Solutions

UNIT-V

Legal and Ethical Issues: Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: e-Business and e-Commerce for Managers, Pearson Publication.
3. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: E-Commerce–Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
5. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: Electronic Commerce, Tata Mc-Graw-Hill, New Delhi, 2003.
7. Schneider: “E.Commerce- Strategy, Technology and Implementation” Cengage
8. Christopher Westland J, Theodore H K Clark: “Global Electronic Commerce”, Universitites Press, Hyderabad, 2006.

I – III	L	P	Credits
	4	-	3
(SYS-ELECTIVE-II)			
ENTERPRISE RESOURCE PLANNING			

UNIT-I

Introduction to ERP: Overview of ERP – Introduction and Evaluation – advanced ERP-SCM and CRM systems and related technologies - ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

UNIT-II

ERP Implementation: reasons for ERP failure . pre – implementation Tasks – Implementation methodologies – Process definition – Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

UNIT-III

Post ERP implementation: Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics

UNIT-IV

ERP System Options and Selection Methods: Optimal Means of Developing an ERP,

Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

UNIT-V

ERP present and future: Turbo charge the ERP system- EAI - ERP. Internet and WWW- Future Directions and trends in ERP - Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013
2. Alexleon: “Enterprise Resource Planning”, TMH, New Delhi, 2011
3. Mahadeo Jaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, New Delhi, 2013
4. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, NewDelhi, 2009
5. S.Kesharwani, SBodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012

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I – IV	L	P	Credits
	4	-	3
LOGISTICS AND SUPPLY CHAIN MANAGEMENT			

UNIT-I

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Customer service and retention- Basic service capability Value added services

UNIT-II

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.

UNIT-III

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

UNIT -IV

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .

UNIT-V

Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked

global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
6. R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.
7. Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi, 10.S K Battacharya: “Logistics Management”, S.Chand New Delhi, 2013.
8. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, NewDelhi, 2012.

I – IV	L	P	Credits
	4	-	3
ENTREPRENEURSHIP DEVELOPMENT			

UNIT-I

Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT-II

Training: Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes E-business Ventures; New Venture Management – Emerging Trends.

UNIT-III

Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

UNIT-IV

Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in international business.

UNIT-V

Institutional support to entrepreneur and MSMEs: Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship’, Cengage Learning, New Delhi,
3. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
4. B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
5. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi, 2012
6. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011
7. Manjunatha, Amit Kumar Goudar: “Management and Entrepreneurship” University Science Press, New Delhi, 2011
8. Eric A Morse, Ronald K Mitchell: “Cases in Entrepreneurship”, SAGE Publication, New Delhi, 2011

I – IV	L	P	Credits
	4	-	3
(HRM-ELECTIVE-III) GLOBAL HRM			

UNIT-I

Introduction- A Global HR Perspective in New Economy-Challenges of Globalization -Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

UNIT-II

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for women - Problems.

UNIT -III

Cross Culture Management: Importance – Concepts and issues – theories-considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

UNIT -IV

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

UNIT-V

Globalization Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- HR interventions in Y2K- New Corporate Culture

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Peter Dowling: “International Human Resource Management”, Cengage Learning, 2012
2. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
3. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
4. Tony Edwards :”International Human Resource Management”, Pearson Education, New Delhi, 2012
5. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
6. Charles M Vance: “Managing a Global Work Force”, PHI Learning, New Delhi, 2009
7. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.
8. S.C.Gupta: “International Human Resource Management Text and Cases”, MacMillan, New Delhi, 2012
9. Dave Ulrich, Jon Younger: “Global HR”, TMH, New Delhi, 2013

I – IV	L	P	Credits
	4	-	3

(HRM-ELECTIVE-IV)
MANAGEMENT OF CHANGE & DEVELOPMENT

UNIT-I

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT-II

Mapping 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 -Systems approach to change: systems autonomy and behavior – the intervention strategy model – cases in intervention – total project management model (TPMM). Learning organization: The relevance of a learning organization – kindling learning processes in organizations- strategies to build a learning organization

UNIT-III

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD practitioners.

UNIT-IV

Negotiated change: Change in the labour-management relations in the post-liberalized India – a review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

UNIT-V

Team Building: Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – role of managers as linking pins- team building skills – Perspectives on effectiveness of Team working - Virtual teams: High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Vijayakumar P., Ravikanth B., Ratna Madhuri, Himalaya Publication, New Delhi.
2. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
3. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
4. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
5. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
6. Radha R Sharma: Change Management, TMH, New Delhi, 2012
7. R.L.Nandeshwar R L, Balakrishna Jayasimha: “Change and Knowledge Management”, Excel Books, New Delhi, 2011.
8. Deepak Kumar Bhattacharyya: “Organisational Change and Development”, Oxford University Press, New Delhi, 2011.
9. Mark Hughes: “Managing Change”, University Press, New Delhi, 2011.

I – IV	L	P	Credits
	4	-	3
(MKT-ELECTIVE-III) SERVICES MARKETING			

UNIT-I

Understanding services marketing: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system 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-II

Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

UNIT-III

Services market segmentations: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.

UNIT-IV

Pricing strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.

UNIT-V

Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix. Planning and managing service delivery- Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, Marketing plans for services: The marketing planning process.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Rajendra Nargundkar: Services Marketing, TMH, New Delhi 2011.
2. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010
3. Ram Mohan Rao, K: "Services Marketing", Pearson Education, New Delhi, 2013.
4. GovindApte: Services Marketing, Oxford University Press, New Delhi, 2010
5. S.M. Jha: "Services Marketing", Himalaya Publishing House, 2011
6. Nimith Chowdhary: "Marketing of Services", MacMillan Publishers, New Delhi, 2009
7. John E.G.Bateson, K.Douglas Hoffman: "Services Marketing", Cengage Learning, New Delhi, 2012
8. C.Bhattacharjee: "Services Marketing", Excel Books, New Delhi, 2010

I – IV	L	P	Credits
	4	-	3
(MKT-ELECTIVE-IV) CONSUMER BEHAVIOR			

UNIT-I

Introduction to Consumer Behaviour- Understanding consumers and market segments. Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT-II

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT-III

Communication and Consumer Behaviour :- Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.

UNIT-IV

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT-V

Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes

redressal agencies, consumer disputes redressal forum, National Consumer Disputes redressal Commission.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behaviour Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011.
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Cengage, New Delhi, 2012.

I – IV	L	P	Credits
	4	-	3

(FIN.-ELECTIVE III)
INTERNATIONAL FINANCIAL MANAGEMENT

UNIT-I

International Financial System: Evolution of international financial system: Bretton woods system, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions-IMF, Bank for International Settlements; international banking-euro bank. International financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

UNIT-II

Foreign Exchange Market and International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives-forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act ; BOP, BOP trends in India; current account deficit, capital account convertibility, Tara pore Committee Report; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis.

UNIT-III

Multinational Corporate Decisions in Global Markets: Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment-licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, multinational capital structure decision, cost of capital , international portfolio diversification- rationale, barriers, home country bias, project financing

UNIT-IV

Risk Management in Multinational Corporations: Types of risk-currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment-political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives-forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure, hedging through invoice currency.

UNIT-V

International Tax Environment: Types of tax-income tax, withholding tax, value added tax, Tobin tax; taxation methods-worldwide approach, territorial approach; tax havens, offshore financial centers, re invoicing centre; Tax treaties-Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, taxes and organizational form-controlled foreign corporation; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning-TP methods, TP rules in India

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Eun C.S., Resnick B.G: "International Financial Management", Tata McGraw Hill Education Pvt. New Delhi 2010
2. Ephraim Clark: "International Financial Management", Cengage Learning, 2010
3. Sharan V., "International Financial Management", PHI Learnings, New Delhi, 2012.
4. V.A.Avadhani: "International Financial Management" Himalaya Publication, 2013
5. P.K.Jain, Surendra S Yadav, Peyrard: International Financial Mangement", MacMillon, 2013

6. Madhu Vij: “International Financial Management”, Excel Books, New Delhi, 2011
7. G.Shailaja: “International Finance”, University Press, New Delhi, 2011
8. Michael Melvin, Stefan C.Norrbin: “International Money and Finance”, Elsevier, New Delhi, 2013
9. Shashi K Gupta, Praneet Rangi: “International Financial Management”, Kalyani Publishers, New Delhi, 2013.

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I – IV	L	P	Credits
	4	-	3
(FIN. ELECTIVE-IV) FINANCIAL RISK MANAGEMENT			

UNIT-I

Introduction to Risk Management: Concept, nature and scope of risk. Possible risk events and risk indicators. Risk Management Process: pre-requisites and fundamentals misconceptions of risk. Types of risk: Product market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process—internal and external.

UNIT-II

Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR. Non-Insurance methods of Risk management vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM) evolution and RBI guidelines. Capital adequacy ratio Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

UNIT-III

Techniques and Tools of Risk Management: The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Forward contracts: Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract. Futures contracts: Definition of future contracts. clearing house, margin requirements, marking to the market. valuation of futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk—minimizing hedge.

UNIT-IV

Techniques and Tools of Risk Management: SWAPS; Definition, types of swaps. Interest rate swaps, Currency swaps. Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

UNIT-V

Techniques and Tools of Risk Management: Options; Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Vijayakumar P., Naidu.BVR, Venkateswarlu.Ch., Himalaya Publication, New Delhi.
2. Dun and Bradstreet: “Financial Risk Management”, TMH, Delhi. 2011
3. Paul Hopkins, Kogan Page: “Fundamentals of Risk Management”, Institute of Risk Management. 2010,
4. Jayanth Rama Varma: “Derivatives and Risk Management”, TMH, 2012

5. Rajiv Srivastava: "Derivatives Valuation and Risk Management", Oxford University Press. 2012
6. Jean-Philippe Bouchaud and Mark Potters: "Theory of Financial Risk and Derivative Pricing", Cambridge press 2013
7. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education.
8. Taxmann: "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006,
9. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, 2012
10. Don M. Chance, Robert Brooks: "An Introduction to Derivatives and Risk Management", Cengage Learning, 2013.
11. Dr. Vidyadhar Bhat: "Risk Management" Everest Publishing House, New Delhi, 2009
12. Dhanesh Kumar Khatri: "Derivatives and Risk Management" MacMillan, 2012

I – IV	L	P	Credits
	4	-	3
(SYS-ELE.-III) SOFTWARE PROJECT MANAGEMENT			

UNIT-I

Conventional Software Management- Principles modern software management- Life cycle Phases –Artifacts of the Process – Model Based Software Architectures –Project organization and responsibilities. Traditional Project Management - Scoping the Project – Process Automation.

UNIT-II

Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session- Case Studies.

UNIT-III

Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management. Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - Variations to APF.

UNIT-IV

Model Based Software Architectures: Management Perspective and Technical Perspective. Software process Work flows – Checkpoints of the Process. Organizational Considerations - Project Portfolio Management - Project Support Office Process Control and Process Instrumentation

UNIT-V

Modern Project Profile: Continuous Integration – Early Risk Resolution – Evolutionary Requirements. Top ten Software Management Principles – Best Practices – Culture Shifts and Denouement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Walker Royce: “Software Project Mangment”, Pearson, New Delhi, 2013.
2. Mahapatra: “Software Project Management”, Cengage Learning, New Delhi
3. Bob Hughes, Mike Cotterell: *Software and Project Management*, TMH, New Delhi.
4. Maylor : *Project Management*, Pearson Education.

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I – IV	L	P	Credits
	4	-	3
(SYS-ELE-IV) SYSTEMS AUDIT AND CONTROL			

UNIT-I

Overview of Information System Auditing: Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

UNIT-II

The Management Control Framework-I: Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

UNIT-III

The Management Control Framework-II: Security Management Controls, Operations Management Controls Quality assurance Management Controls- Case Studies.

UNIT-IV

Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

UNIT-V

Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Ron Weber: “Information Systems Control and Audit”, Pearson Education, 2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi, 2008.

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