



**Department of Management,
Akkamahadevi Women's University,
Bijapur.**

**Course Structure from
Academic Year 2015-16**

MBA Syllabus 2015-16 onwards

Objectives:

- The MBA programme prepares a women student for a career in various sectors of the industry, both domestically and globally. The MBA programme facilitates learning of different functional areas theoretically and practically and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-corporate sector as well. Students also expect to become entrepreneurs. Their aspirations also require a broad based learning encompassing the end to end processes involved in developing entrepreneurial skills.

The specific objectives of the MBA Programme are:

- To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
- To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
- To harness entrepreneurial approach and skillsets.

Programme Outcomes:

- PO1: Apply knowledge of management theories and practices to solve business problems.
- PO2: Helps in maintaining the momentum by building on the fundamentals and focus on chosen specialization by taking courses in the areas of finance, marketing and human resource.
- PO3: Encourage student on their professional development plans by reflecting on their first year's learning and Summer Internship experiences.

Programme Specific Outcomes:

- This MBA Programme aims at developing qualified entrepreneurs and future managers with proper education, training, research and consultancy orientations.
- To prepare women graduates who will design business solutions for problems across the various functional domain of Management.
- It aims at grooming budding business professionals into true management leaders by imparting quality education, training them to challenge the convention and think innovatively.
- Emanate Leadership, Creativity, Attitude, Skills, Passions and Learning from its every corner to cast its rays towards empowering business excellence in the Industry and academia.
- Understand the application of theoretical studies into the real time application based approaches through Case based study, Internship and on-job training method.
- Understand on the problem-solving and strategic planning ability, enhancing the analytical skills and the ability to cope with demands and challenges.

MBA First Semester
1.1: Principles of Management

- CSO1: To explain the various concepts of management.
- CSO2: To highlight professional challenges that manager's face in various organization.

Unit 1: The concept of Management: Development of Management Thought: Schools of Management Thought: The Process of Management; The Process of Decision making.

Unit 2: Planning: The Nature and Purpose of Planning, Objectives of Planning, Planning Premises, Policies Procedures and Methods; Forecasting and Planning, Planning process.

Unit 3: Organizing: Nature and Purpose of Internal Organization of Business Enterprise; Principles of Organizing; Span of Management; Departmentation; Line and Staff Authority relationship; Service departments Managerial Hierarchy; Centralization vs. Decentralization of authority; Delegation of Authority; Committees.

Unit 4: Staffing; Managerial Job; Selection of Personnel; Development and Training of Personnel; Appraisal of Personnel; Promotion.

Directing; Nature of Directing; Leadership; Motivation; Supervision; Communication, Morale, Discipline.

Co-ordination; Need for Co-ordination Principles; Techniques of Co-ordination.

Control; Process of Control; Techniques and Tools; Control of over-all performances.

Unit 5: Modern trends in Management; Management by Objectives, participative Management.

Reference Books:

1. Koontz and O'Donnell/Principles of Management, New York; McGraw-Hill Book Company (All Chapters), 5th Edition.
2. Joseph L. Massie, Essentials of Management, New Delhi; Prentice Hall of India, Edn.
3. Peter F. Drucker, The Practice of Management, Madras; Allied Publishers Pvt.Limited,
4. Louis Allen, Management of Tomorrow, New York; McGraw Hill Co.,
5. Dale, Management Theory and Practice, New York; McGraw Hill Book Company.
6. Rustom S. davar, The Management Process Bombay, Progressive Corporation 1973.
7. Peter F Drucker, Task Man
8. Stoner, James A.F 'Management'. Prentice Hall India.

MBA First Semester

1.2: Introduction to Human Resource Management & Development (HRM & D)

- CSO1: To understand the role of HRM in an organization.
- CSO2: To evaluate the developing role of human resources in the global arena.

Unit 1: Aims & Objectives of Personnel Policies –Principal of Personnel Policies –Its Relationship with other Social Science –Principles of Personnel Management- Origin & Sources of Personnel Policies Procedures & Programmers.

Unit 2: Meaning, Concept, Importance, Models, Evolution and Context of Human Resources Management –concerns of HRM, Models of HRM, Evolution of HRM, Scope of HRM, Organization Structure of HRM, Department- Professionalism in HRM, Role & Qualities of HR Practitioners, Difference between HRM & Personnel Management-Contextual Perspective of HRM-Concept of Internal & External Customs.

Unit 3: Overview of Basic HR Activities: Acquisition, Compensation, Development, Maintenance, Retention.

Unit 4: Concept, Significance and Elements of Human Resource Development – Definition , Need for HRD- Functions, Objective & Characteristic of HRD –Various Approaches to Human Resource Development – HRD Framework & Techniques –Impact of Technology on HRD- Technology Changes with Human face –Implication of Technological on HRD- Assessment & Development Center.

Unit 5: HRM Strategies, Styles & Culture; Concept of Strategy- Need for HRM Strategy- HR Strategies- Characteristics of HRD Culture-Importance of Management Style in Building Culture-HRD –Structure and Systems: Current HRD Structure- Need for HRD System – Different HRD System Rationalized System Approach-: Important of HRD Competencies- Professionalism in HR- Myths about HRD- Qualities of Award winner HRD Managers- Myths & Realities affecting HR Specialist- Competencies that HRD Professional should possess- Corporate HRD: Corporate HRD and Practices.

References:

1. Decenzo & Robbins, Human Resource Management –Prentice Hall of India.
2. Garry Dessler, Human Resource Management , Pearson, New Delhi.
3. V.S.P. Rao Human Resource Management, Text & Cases, Excel Books, New Delhi.
4. D.M. Silvera: The Human Resources Development : The Indian Experience,(New India Publication, New Delhi.
5. A.K Ghosh. Human Resource Management (With Cases), Manas Publication, New Delhi.
6. T.V.Rao & D.F. Pereira: Recent Experiences in HRD, Oxford & IBH, New Delhi.

MBA First Semester

1.3 Accounting for Managers

- CSO1: To understand structure and concepts involved in organizing financial records.
- CSO2: To inspect account books and accounting systems to keep up to date.
- CSO3: To prepare financial statements in accordance with Generally Accepted Accounting Principles.

Unit 1: Introduction : History & Development of accounting-need for accounting External & Internal Uses of Accounting Data- Data Meaning, Objectives, Functions & System of Bookkeeping & Accounting, Branches of Accounting, Green Accounting, Responsibility Accounting –Advantages & Disadvantages of Accounting .Accounting concept & System, Need & classification of accounting Concept & Accounting convention, National Accounting Standards & International Accounting Standards,

Unit 2: Accounting Process & System, Nature of accounting Transaction, classification of account , Rule of Debit & Credit, Journalizing Accounting Transaction, Ledger Posting & Trial Balance, Cash Book, Subsidiary Books, Rectification of Errors, bank reconciliation Statement.

Unit 3: Preparation of Final Account with Adjusted entries, Manufacturing, Trading & Profit & Loss Account & Balance Sheet, Final Account of Individual Business concern, Partnership Firm & Company Final Account. Depreciation Accounting: Meaning , Objectives of Depreciation Accounting, Methods of Providing Depreciation, Depreciation & Accounting Treatment Thereto.

Unit 4: Inventory Valuation: Meaning, Need, System & Method of Inventory Valuation, Inventory Valuation for Balance Sheet Purpose.

Unit 5: Analysis & Interpretation of Financial Statement.

References:

1. Introduction to Management Accounting –Horngreen & Sundlem.
2. Principles of Management Accounting – manmohan & Goyal.
3. Management Accounting –Dr.E.B. Khedkar, Dr.D.B.Bharati & Dr.A.B.Kharapas.
4. Cost & Management Accounting -S.M.Inamdar.
5. Management Accounting –Dr. Mahesh Kulkarni.
6. Double Entry Book Keeping –T-S-Grewal.

MBA First Semester

1.4 Quantitative Analysis (QA)

- CSO1: Familiarize with the basic statistical and linear programming techniques.
- CSO2: Help students to apply relevant quantitative tools in business decision making.

Unit 1:

- I. Introduction to Statistics-over view, origin & development & Managerial Applications of Statistics, Measures of Central Tendency, Dispersion, Skewness & Kurtosis.
- II. Introduction to Probability- Concepts & Definitions to Probability- Classical, Relative frequency, Subjective & Axiomatic. Addition & Multiplication Theorems, Statistical independency, Marginal, Conditional & Joint Probabilities.
- III. Baye's Theorem & its application.

Unit 2:

- I. Probability Distribution – random Variables (RV), Expectation & Variance of a R.V. Probability distribution function, Properties, Continuous & Discrete Probability distribution function.
- II. Discrete Probability distributions: Binomial Distribution, Properties & application; Poisson distribution, Properties & applications.
- III. Continuous Probability Distributions-Normal Distribution, Standard Normal Distribution- Properties, application & importance of Normal Distribution.

Unit 3:

- I. Sampling Theory –The basics of Sampling-Sampling Procedures- random & Non-Random Method – sample Size determination – Sampling distribution, Standard Error, Central Limit- Theorem.
- II. Hypothesis Testing – Statistical Estimation, Point & Interval Estimation, Properties of a good estimator, confidence interval.
- III. Large Sample testing –Test for one & Two Proportions, Test for One & two means, Test for two S.D.'s

Unit 4:

- I. Small Sample Tests-t-Distribution- Properties & application, Testing for one & two means, paired t-test.
- II. Analysis of Variance-One Way and Two Way ANOVA (With and without Interaction)
- III. Chi-Square distribution: testing for a specified population variance, Test for Goodness of fit, Test for Independence of Attributes.

Unit 5:

- I. Correlation Analysis- Scatter diagram, Positive & Negative Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, concept of multiple & Partial Correlation
- II. Regression Analysis- Concept, Least square fit of a liner regression, two lines of regression, Properties of regression coefficients,
- III. Time Series Analysis- Components, Models of Time Series- Additive, Multiplicative & Mixed models; Trend analysis- Free hand curve, Semi averages, Moving averages, Least Square Methods.

References:

1. Levin R.I., Rubin S.David, "Statistics foe Management " 2000, 7th Ed. Pearson.
2. Gupta.S.C., "Fundamentals of Statistics" 2010, 6th Ed.HPH.
3. Keller, G, " Statistics for Management ",2009, 1st Ed, Cengage Learning.
4. Amir.D.Aczel & Jayavel Sounderpandian, " Complete Business statistics", TMH.
5. John.C Lee, " Business & Financial Stastics Using MS-Excel", 1st Ed.2009, Cambridge.
6. J.K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & Others, " Complete Stastistical Menthos", 2010, 3rd Ed.S.Chand.
8. Beri, GC, " Business Statistics", 2010, 3rd Ed. TMH.
9. Black Ken "Business Stastistics for Contemporary Decision Making",2006, 4th Ed. Wiley.
10. Levine, David M & others, " Statistics for Managers Using Ms. Excel",2009, 5thEd. PHI
11. Dacis, G & Pecar, B, "Business Statistics Using Excel",2010, Oxford.
12. Kanji.K.Gopal,2006, "100 Statistical Testing", Sage Publications.
13. Haoda, R.P. "Statistics for Business & Economics". 2010,4th Ed.Macmillan.
14. Apte.D.P." Stastistical Tools for Managers – Using MS Excel", 2009, 1st Ed. Excel Book.

MBA First Semester

1.5: MANAGERIAL ECONOMICS (ME)

- CSO1: To evaluate the concept of Managerial economics and applying managerial concepts for decision making.
- CSO2: To analyse demand and study the forecasting techniques.
- CSO3: To applying the concept of National Income, GATT,WTO, etc.

Unit I: Choice as an Economic Problem- Understanding the Economics of Business- Concepts of Economic Activities- Decision making under different conditions- Decision making under risk- Decision making under uncertainty- Understanding the concept of Demand- Basic framework of demand and supply- Demand Elasticities- Cardinal utility theory, Indifference curve theory- The consumer surplus-supply, Demand and Price: Managerial challenge- Some applications- Derivation of Market Demand- Determinants of Demand- Overview of Demand Forecasting.

Unit II: Production and Firm- Production Function and its importance in Managerial decision making-Factor Productivities- Laws of Production- Choice of Best Combination of Inputs-Derivation of Cost Functions from production functions- The Production function of a Multi-Product Firm-The case of multiple inputs- Importance of cost in managerial Decisions- Different Cost concepts and classifications- Short-run and long-run cost- Different cost relationships-Learning curve- Economies of Scale and scope- Different methods of estimating cost functions.

Unit III: Industry and Markets- Structure-Conduct-Performance Hypothesis- Equilibrium of the Firm- Perfect competition: Characteristics, Short run and long run Equilibrium- Monopoly: Equilibrium of a monopoly firm, Monopoly power, Price discrimination- The implications of perfect competition and Monopoly for managerial decision making- Monopolistic competition: Assumptions, Selling costs, Advertisement cost and non-price competition- Equilibrium of the Firm- Oligopoly: Characteristics and Models (Overview) - Pricing in an Oligopolistic Market.

Unit IV: Overview of Special Pricing practices like Cartel, Price Leadership, Non-managerial Pricing, multi-product pricing, etc.—Economic goals of the firm other than profit—Managerial Theories of the Firm: Baumol’s Sales Maximization Model, Marris’s Model of Managerial Enterprise, Williamson’s Model of Managerial Discretion- Behavioral model of Cyert and March—Transactions Cost Theory: Characteristics of a transaction, Transaction Cost and transaction cost minimization- Information Economics: Hidden Information, Hidden Action and Asymmetric Information—Agency Theory: Analytic models and solutions to Agency problem.

Unit V: Understanding Macroeconomics and its relationship vis-à-vis business- Concept of aggregation and Measurement of important macroeconomic variables – Relationship among macroeconomic variables—Understanding Inflation and costs of Inflation –Overview of the dynamics of inflation –Inflation containment moves- Business cycles: concept, phases and

characteristics of each phase and relationship vis-à-vis business decision- Inflation and Business Cycle – Fiscal and Monetary Policy.

References:

1. A.Koutsoyiannis, Modern Microeconomics, MacMillan
2. V L Mote, S Paul and G S Gupte, Managerial Economics: Concepts & Cases, Tata McGraw-Hill
3. R H Dholakia and A J Oza, Microeconomics for Management Students, Oxford University Press
4. P.G.Keat and P.K.Y.Young, Managerial Economics Pearson Education
5. Ian Dobbs, Managerial Economics: Firms, Market and Business Decisions, Oxford University Press
6. R. Dornbusch and S. Fischer, Macroeconomics,Mc-Graw-Hill Inc.
7. W.H. Branson, Macroeconomic Theory and Policy, All India Traveller Bookseller

MBA First Semester

1.6: MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT

- CSO1: To develop skills and competencies in participants to be able to communicate effectively through the written and oral medium.
- CSO2: The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

Unit 1: Managerial; communication- Nature and Communication of Communication, Functions of Communication; Roles of a Manager, Communication Process; Communication Network; Informal Communication- Corporate Communication and the Role of HR- Managing People, Relationship and Politics.

Unit 2: Road Blocks to Managerial Communication; Removing Roadblocks; Gateways to Communication; Strategies for Improving Organizational Communication; Cross Cultural Communication and Communication Between Genders; Effective Listening-Poor Listening habits, Types of Listening; Strategies for effective Listening; Persuasive Communication and of Mentoring- Interviewing Skills.

Unit 3: Business Presentations and Public Speaking- Introduction to a Presentation, Main body and Conclusion, Controlling Nervousness and Stage Fright; Business Presentation; Sample Outlines; Conversations; Essentials of a Business Conversation Non-verbal Communication- Introduction; Elements of Non-verbal Communication- Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting Non-verbal Messages.

Unit 4: Business Writing- Introduction, Written Business Communication; Business Letters, Common Components of Business Letters; Writing Effective Memos; Business Reports and proposals; Format for proposals; Proposal Layout and Design; Secretarial Practices in Business Organizations.

Unit 5: HR Manager as Coach, Mentor and Negotiator- Background to Counseling-Development of Counseling Skill- Phases of Counseling and Role of HR Managers- Skills and Requirements of Negotiating and Counseling: Assertiveness and Interpersonal Skills,, Active Listening, Respect, Genuineness-Social Skills at Workplace-Role conflict in Counseling-Counseling Services-Current trends, issues and practices in Negotiation and Counseling in Indian Industries.

References:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford.
2. McGrath, E. H., Basic Managerial Skills for All, PHI, New Delhi.
3. Lesikar, R and Pettit, J, Business Communication, All-India Traveller Bookseller, New Delhi.
4. Monnipally, M.M., Business Communication Strategies, TMH, New Delhi.
5. Michael Reddy, The Managers Guide to Counseling at Work, Universities Press.
6. Eric Parsloe, The Manager as Coach and Mentor, Universities Press.
7. David Fontanna, Social Skills at Work, Universities Press.

MBA First Semester

1.7: MARKETING MANAGEMENT (MM)

- CSO1: Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.
- CSO2: Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

Unit 1: Understanding Marketing and Marketing Process: Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization-Human Aspects of Marketing.

Unit 2: Developing Marketing Opportunities and Strategies: Marketing Information System and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation – Targeting and Positioning for Competitive Advantage.

Unit 3: Developing the Marketing Mix: Managing the Product/Service, Product Decisions- Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Products- Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management –Channel Selection, Cooperation and Conflict Management, Vertical Marketing System, Promotion Decision – Promotion Mix : Advertising, Sales Promotion, Personal Selling and Publicity.

Unit 4: Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing, Social Responsibility and Marketing Ethics, Consumerism and Legal Issues. (10 Lecture Hours)

Unit 5: Services Marketing Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services,3 Additional P's of Service Marketing Mix-Process, Physical Evidence and People. Service Quality and Service Gap Analysis Model.

References:

1. Kotler, Philip. Marketing Management Analysis, Planning and Control, PHI.
2. Kotler, Philip and Armstrong. G. Principles of Marketing, PHI.
3. Stanton, William J. Fundamentals of Marketing, McGraw Hill.
4. Ramaswamy, V.S. and Namakemari, S. Marketing Management, McMillan.
5. Bhattacharya K. Sisir: Marketing Management, National Publishing House.
6. Dalrymple, J D. and Parson, J. L. Marketing Management Strategy and Cases, John Wiley and Sons.

MBA Second Semester

2.1 Organizational Behaviour (OB)

- CSO1: Help students develop an understanding of the basic management concepts and behavioural processes in organizations.
- CSO2: Introduces the concept of organization structure and design.

Unit 1: Organizational Behaviour and Management: What Managers Do, Elements of an organization, Role of a Manager in an Organization, why study Organizational Behaviour, An Organizational Behaviour Model, Learning Organizations.

Unit 2: Foundations of Individual Behaviour:

Personality, Shaping of Personality, Determinants of Personality, The Self Concept, Self Esteem, and Self Efficiency, Perception, Perceptual process , managing the Perceptual Process.

Unit 3: Learning Process, Reward Systems and Behaviour Management

The Theoretical Process of Learning, Principles of Learning, Reward and Punishment, Organizational Reward Systems.

Unit 4: Attitude Formation, Function, Change of Attitudes. Values, Types of Attitudes.

Unit 5: Team Building and Group Dynamics, working Teams and Team Effectiveness. Intra Team Dynamics, influence of Group on Individual, Group Decision Making, Inter Group Relations, Collaboration and Conflict, Conflict Management.

References:

1. Robbins S,P “organizational Behaviour: Concepts Controversies and Applications” (PHI publications).
2. baron R.A “Psychology” (PHI publications).
3. Gordon JR. “ A Doagnostic Approach to organizational Behaviour” (Allyn and Bacon publications)
4. Luthans. F “organizational Behaviour” (McGraw Hill publications).

MBA Second Semester

2.2: Financial Management (FM)

- CSO1: To provide an understanding of the essential elements of financial management and the financial environment.
- CSO2: Focuses on shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Unit 1: Introduction to Financial Management:

Concepts, Goals of Finance Managers: Profit Maximisation, Wealth Maximisation, Value Creations (Risk), Functions of Financial Management: Financing, Investment Dividends and Liquidity i.e. Working Capital, Duties of Manager.

Unit 2: Financial Planning:

Estimation of Capital required by an Undertaking, Capitalisation- Over and Under Capitalisation, Impact of both of Financial decisions; Leverage- Operating, Financial, combined; Capital Structure Theories, Sources of Capital; Cost of Capital- Cost of Equity, Cost of Preference, Cost of Reserves- Cost of Debt, WACC.

Unit 3: Long and Short term Finance:

Capital Budgeting- Nature Projects- Evaluation Criteria, Traditional (PB, ARR), DCF- (NPV, IRR, PI), Evaluations of Investment Proposal, Risk under capital budgeting, Capital rationing and Investment Decisions Test

Unit 4: Concept of WC Management:

Determinants of WC, Estimating the WC needs, Facets of Cash Management, Managing cash collections and Disbursements, Credit Policy and Optimum Credit Policy, Credit Policy Variables, Monitoring Receivables, Inventory Management, Factoring, Lock box systems, Narasimhan, Tendon and Chore Committee Report.

Unit 5: Financing of Replacement of Existing Assets and Expansion:

Reconstruction and Reorganization; Project on Reorganization/ Outsourcing

References:

1. Fundamentals of FM: Brigham and Houston
2. Fundamentals of FM: James C Home
3. Principles of Management rial Finance: Gitman
4. Financial Management: I M Pandey
5. Financial Management: Khan and Jain
6. Financial Management: Prasanna Chandra

MBA Second Semester

2.3: Operation Research (OR)

- CSO1: To acquaint the students with the principles and techniques of Operations Research.
- CSO2: To apply the OR decision models in different functional areas of Management.

Unit 1: Nature and Scope of Production and Operation Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility location problem. Layout Planning Analysis- Concept of Production Planning and Productivity.

Unit 2: Capacity Planning- Models; Process Planning; Aggregate Planning, Scheduling.

Unit 3: Work Study; Method Study; Work Management; Work Sampling; Work Environment.

Unit 4: Material Management- An Overview of Material Management; Material Planning; and Inventory Control; JIT; Material Planning Budgeting; Material Requirement Planning.

Unit 5: Quality Assurance- Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management- Overview of different ISO Specifications QC 6-sigma & 5S.

References:

1. E. E. Adam and Evert, Production and Operation Management; Prentice Hall OF India, New Delhi.
2. E.S. Buffa, Modern Production Management; Jhon Wiley, Newyork.
3. S.N. Chary, Production and Operation Management; Tata McGRAW hill, New Delhi.
4. James B Dilworth, Operations Management; Design, Planning & Control for Manufacturing and Services, McGraw Hill, Singapore.
5. F.G. Moore and T.E. Hedrick, Production / Operation Management; Homewood, Illinois.

MBA Second Semester

2.4 Business Research Methods (BRM)

- CSO1: To provide understanding and learning fundamental concepts in the field of business research.
- CSO2: To equip the students with research tools to conduct research and analysis for effective decision making.

Unit 1: Foundations of Research: Meaning, Objectives, Motivation, Utility, Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method- Understanding the language of research - Concept, Construct, Definition, Variable. Research Process. Problem Identification & Formulation – Management Question – Measurement Issues – Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance. Research Design: Concept and Importance in Research – Features of a good research design – Exploratory, Descriptive, and Experimental Research Designs- concept, types and uses. Casual relationship, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

Unit 2: Qualitative and quantitative research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. Measurement: Concept of measurement- what is measured? Problems in measurement in management research – Validity and Reliability. Levels of measurement: Nominal, Ordinal and Interval Ratio. Attitude Scaling Techniques: Concept of scale – Rating Scales viz. Likert Scales, Semantic Differential Scales. Constant Sum Scales, Graphic Rating Scales- Ranking Scales – Paired Comparison & Forced Ranking.

Unit 3: Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample- Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample- Practical considerations in sampling and sample size.

Unit 4: Types of Data: Secondary Data – Definition, Sources, Characteristics. Primary Data- Definition, Advantages and Disadvantages over secondary Data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. Data analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulation and Chi- square test including testing hypothesis of association.

Unit 5: Interpretation of Data- meaning – Techniques of Interpretation – Report writing – Significance – Report writing:- Layout of report – Types of reports – Oral presentation – executive summary – mechanics of writing research report – Precautions for writing report – Norms for using Tables, charts and diagrams –n Appendix:- norms for using Index and Bibliography.

References:

1. Business Methods – Donald Cooper & Pamela Schindler. TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology – C. R. Kothari
4. Zikmund Business Research Methods
5. Uma Sekaran, Reseach Methods for Business, Wiley Publications.

MBA Second Semester

2.5 BUSINESS ENVIRONMENT (BE)

- CSO1: To acquaint the students with concepts and economic frameworks.
- CSO2: Helps in understanding the economic environment of an economy and also to present their usefulness for business decision making.

Unit 1: Overview of Business Environment – Economic Environment: and Different elements of economic of economic environment; Role of Govt. of India; Globalization, Structural Adjustment Programme.

Unit: 2 Legal Environment: role of Elements of Contract Act, Sale of Goods Act, Company law, Cyber Law, Competition Laws, Right to Information Act, Issues relating to sexual harassment in workplace, consumer protection, environment protection and reporting etc.

Unit – 3: International environment: Foreign collaboration and and cross border M & As; Multinational Corporations- opportunities & threats: WTO & GATT.

Unit: 4: Technological Environment: Technology policy in India; Policy on R & D; Intellectual Property Rights, Patent, Trade mark and copy rights. Infringement of IPR; Technology Transfer & related issues.

Unit-5: Social Environment: Changing Objects of business; change in organizational culture; Consumers rights & protection; Ecological issues; Adoption of cross-cultural issues by multinational and transnational Companies: International experience NGOs and their operation.

References:

1. K.Aswathappa, Business Environment for strategic Management, Himalaya Publishing.
2. Mishra & Puri, Economic Environment, Himalaya Publishing.
3. M. Adhikari, Economic Environment of Business, Sultan Chand & Sons.
4. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
5. G.D.Reddy, Intellectual Property Right & Law, Godia Book Agency, Hyderabad.

MBA Second Semester

2.6 ENTREPRENEURSHIP DEVELOPMENT (ED)

- **CSO1:** To develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur.
- **CSO2:** To understand rules, process, procedure and regulations for starting/running an enterprise.

Unit 1: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship.

Unit 2: Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs.

Unit 3: Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions.

Unit 4: Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

Unit 5: Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report.

Suggested Readings:

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
4. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
5. Sehgal & Chaturvedi-Entrepreneurship Development(UDH Publishing edition 2013)
6. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd
7. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998. Edition)
8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
9. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)

MBA Second Semester

2.7 INTRODUCTION TO INFORMATION TECHNOLOGY (IIT)

- CSO1: To impart the knowledge about concepts and principles of Information Technology.
- CSO2: Helps in data base management and presentations.

Unit 1: Computers in business, elements of computer system set-up, Indian computing environment, components of a computer system. Generations of computers and computer languages.

Unit 2: Personal computers in business. PC Software packages; Disk operating system and windows. Text processing software. Spreadsheet software, creation of spreadsheet applications. Range, formulas functions, data base functions in spreadsheet, graphics on spread sheet, modes of data processing.

Unit 3: Computer software systems, software development process, file design and report design, data files-types organizations. Master and transaction file.

Unit 4: Data base Management systems and integration of applications. Basics of data processing, data hierarchy. Data file structures. Application portfolio development. Introduction to micro data base manager. Programme Development cycle, flow-charting, input- process-output Analysis, report generation and label generation, programming concepts, use of files in programming. Presentation graphics. Creating a presentation on a PC. Data communications.

Unit 5: Networking LAN and WANS. Management of data processing systems in corporate enterprises. Using E-mail.

Text References:

- 1) Eliason A.L “ On-line Business Computer Applications” (Science Research Associates, Chicago Publications)
- 2) Long.L “Computers” (Prentices Hall, Eaglewood Cliff’s publications)
- 3) Summer.M. “Computer concepts and Uses” (Prentice Hall Eaglewood Cliff’s Publication)
- 4) Mansfied, ro “The compact guide to Microsoft office” (Business Promotion bureau, New Delhi Publications)
- 5) Mosley, Lonnie.E “ Mastering Microsoft Professional for windows. (Business promotion bureau, New Delhi Publication)

MBA Third Semester
3.1: Strategic Management (SM)

- CSO1: To cover the implementation and process aspects of strategy.
- CSO2: Focuses on the link between strategic analysis and strategic management, Interdependence of strategic analysis.

Unit 1: Strategic Management - What is strategy and Business Policy; what is strategy, why strategic management; strategic management in multi SBU, Characteristics of strategic management, process of strategic management. Evolution of Business Policy as a discipline.

Unit 2: Strategic Management elements and model - strategic intent, Elements of strategic management- mission and objective- why, how are they formulated, why do they change, examples of mission/objective, factors influencing formation of objectives and mission, policies, programs, budgets and procedures, Mintzberg model of decision-making, Strategic decision making process, Corporate Governance and Social Responsibility.

Unit 3: General Environment - identifying external environment variables; economic factors, technological factors, social factors, Porter's approach to industry analysis; drawing an industry matrix/ETOP; global competition, organizational capability profile , strategic advantage profile, corporate portfolio analysis, value chain analysis.

Unit 4: Generic strategic alternatives - Basis-Porter's Generic strategies; Grand strategies. Direction; expansion, stability, retrenchment and combination strategies – when and how do companies choose them? Timing tactics and market location tactics. Structural analysis within industries: Fragmentation, emerging, growth, mature and decline industry, Attack and Defence strategies, Core competitive advantage.

Unit 5: Strategy Variation and Corporate Level Decision Making - Internal and External alternatives to strategies; (Concentric strategies- vertical integration, Diversification strategies) Related/unrelated, Horizontal/Vertical, Active methods: Passive alternatives. International entry strategies- Acquisitions, Mergers and Joint Ventures- factors which are important- legal and human considerations. Strategic choice and implementation; Analytical Tools- BCG Matrix, GE Business screen, International Portfolio analysis.

Suggested Readings:

- 1) A.A.Thomson and AJ Strickland, Strategic Management, Mc Graw Hill
- 2) Business Policy and Strategic Management- P Subba Rao.
- 3) V.S.P Rao and V.Hari Krishna--- Strategic Management, Excel Books
- 4) Competitive Advantage: Michael.E.Porter (Free Press)
- 5) Business Policy and Strategic Management: W.F.Glueck (Mc Graw Hill, New York)

MBA Third Semester
3.2: Total Quality Management (TQM)

- CSO1: To acquaint the students with the conceptualization of Total Quality.
- CSO2: Aims to closely link management of quality with that of reliability and maintainability for total product assurance.

Unit 1: Introduction to TQM: Various definitions of quality and TQM, Core concepts of quality. The masters of quality (W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Ginichi Taguchi, Shigeo Shingo) Evolution of quality. The Total Quality Management Excellence Model, Strategic Quality Management.

Unit 2: Continuous Process Improvement: Concepts of Kaizen v/s Innovation, Kaizen Strategy, House of quality, Quality Function Deployment, Quality Circles, Brain storming, Value analysis, Poka Yoke, Benchmarking, Lean Management and JIT.

Unit 3: Quality Improvement Tools: The seven statistical tools, the New seven tools, other quality improvement tools- vision and Mission statements, Statistical quality control, Acceptance sampling, process capability studies (Six Sigma), Acceptance sampling, TPM.

Unit 4: Total Quality Management Models: Deming award, Malcolm Baldrige National Quality Award, The European Quality award, CII-EXIM Bank Award, Rajiv Gandhi National Peacock Award.

Unit 5: Quality Management system: Quality systems , Quality Management Principles, ISO 9001:2000, ISO 14000, Introduction to sector specific quality Management system, Quality certification and quality audit. **Service quality:** service industry and quality, CRM, The Servqual Model.

Suggested Readings:

1. Basterfield H Dale and Others, Total Quality Management, Pearson Education/PHI, Inc., 2006.
2. K. Shridhar Bhat, Total Quality Management, Himalaya Publishing House, 2006.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2003.
4. Imai Masaki, Kaizen, The Key to Japan's Competitive Success, McGraw Hill Inc., International Edition, 1991.
5. Fundamentals of Quality Control and Improvement, 2/e, Amitava Mitra, Pearson Education, 2001.
6. B. Janakiram and R. K. Gopal, Pearson Education, PHI Publisher.
7. Russell & Taylor, Total Quality Management,

MBA Third Semester
3.3: Advanced Information Technology and MIS (MIS)

- **CSO1:** To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
- **CSO2:** To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
- **CSO3:** To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.

Unit 1 Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc. Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, tools and commands of windows operating system.

Unit 2 Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

Unit 3 MIS Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS). Artificial Intelligence (AI), Applications Of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems.

Unit 4 Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

Unit 5 Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Suggested Readings:

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
4. ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas).

MBA Third Semester
3.4: Company and Business Law (CBL)

- **CSO1:** To impart basic knowledge of the provisions and procedures of Business Law.
- **CSO2:** To gain the knowledge of various laws related to Business.

Unit 1: Introduction to business Law – Law and Society, Law and Business, Branches of Law bird's Eye view of Constitution of India- Fundamental Rights (Article 12 to 16,19,21) Directive Principles of State Policy (Article 36 to 51), Fundamental Duties (Article 51 A), Intercourse of Trade and Commerce, Structure of Judiciary and Judicial Administration.

Unit 2: Indian Contract Act, 1872 - Definition of Contract, Essentials of Valid Contract, Void, Voidable, Illegal and Unlawful agreements, Contingent and Quasi Contract, Performance, Termination and Breach of Contract, Remedies for Breach of Contract; Special Contracts – Indemnity and Guarantee, Bailment and Pledge and Law of Agency.

Unit 3: Indian Companies Act, 1956 – Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Article of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – Qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company.

Unit 4: Sale of Goods Act, 1930 - Contract of sale of Goods, Agreement to Sell, Essentials of Sale, Conditions and Warranty, Rights and Duties of Buyer and Seller Partnership Act, 1932 – Definition of Partnership Firm. Negotiable Instrument Act, 1881 – Concept and Features of Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instrument, Holder, Dishonor and Discharge, Bouncing of Cheques.

Unit 5: Intellectual Property Rights - Trademarks, Patents, copy rights, Industrial Designs (Only concept),

Information Technology Act, 2000-Introduction, Internet, Privacy, Pornography, e – Commerce, Digital Signature (Working Idea)

Right to Information Act, Competition Act, Consumer Protection Act, 1986 (Working idea)

Suggested Readings:

01. Company and Business Law By N. D. Kapoor – Sultan Chand and Sons
02. Company Law – Avtar Singh, Eastern Books Company
03. Business Law for Managers – Prof.(Cmde) P. K. Goel, Biztantra
04. Business Law by M. C. Kuchal – Vikas publishing House,
05. Business Law for Management – Saravanavel and S. Sumathi – Vikas Publishing House,

MBA Third Semester

Finance Elective

3.5 F1: Money Banking and Finance (MBF)

- CSO1: To understand role of Banking and Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues.
- CSO2: Examine the present status and developments that are taking place in the banking and financial services sector.

Unit 1: Banking system and structure in India- Evolution of Indian Banks-Types of banks – Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act

Unit 2: Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters **Customers` accounts with banks** – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims

Unit 3: The Negotiable Instruments Act 1881 - Features of Negotiable instruments-Important concepts and explanations under the Negotiable Instruments Act- The Paying Banker- Dishonor of cheques-Negotiation-Endorsement- The Collecting Banker-Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments-Hundis.

Unit 4: Banking Technology- Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS

Unit 5: International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank.

Suggested Readings:

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
3. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
4. Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.

MBA Third Semester
Finance Elective
3.6 F2: Financial Services and Markets (FSM)

- CSO1: Aims to understand the role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues.
- CSO2: Focuses on financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real world situation.

Unit 1: Capital Market– An over of capital market and capital market instruments. **Investment Banking** - Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations-Changing landscape of Investment Banking Regulation of the Capital Market- SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers- SEBI issue and Listing of Debt securities Regulation 2008

Unit 2: Depository System: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants. Regulations relating to Depositories- SEBI (Depositories and Participants) Regulations 1996- Registration of depository and participant- Rights and Obligations of depositories and participants- Recent amendments Custodial services- The Stock Holding Corporation of India Limited

Unit 3: Housing Finance: Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan **Non-Banking Finance Companies:** Types, Growth, Functions, RBI Guidelines, Prudential Norms.

Unit 4: Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India **Forfeiting:** Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India

Unit 5: Underwriting: Concept-Devolvement-Business model-Underwriting in fixed price offers and book built offers. **Venture Capital:** Concept, features, Origin and the current Indian Scenario. **Private equity-** Investment banking perspectives in private equity **Microfinance-**The paradigm-NGOs and SHGs-Microfinance delivery mechanisms-Future of Micro finance

Suggested Readings:

1. Indian Financial System – Bharati V. Pathak, Pearson Education, 3/e, 2011.
2. Investment Banking- Pratap G Subramanyam, Tata McGraw Hill Education Private Limited, 2012
3. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
4. Indian Financial System – Machiraju, 4/e, Vikas, 2010

**MBA Third Semester
Finance Elective**

3.7 F3: International Financial Management (IFM)

- CSO1: To acquaint the students with the conceptual framework of the key decision areas in international finance.
- CSO2: To provide an overview of the financial environment in which multinational firms operate.

Unit 1: International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC - International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP).

International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit 2: Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage

Unit 3: International Financial Markets and Instruments: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

Unit 4: International Parity Relationships & Forecasting Foreign Exchange rate: - Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage

Unit 5: Foreign Exchange exposure: - Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

Suggested Readings:

1. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Financial Management - Jeff Madura, Cengage Learning 2008.
4. International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
5. Multinational Financial Management–Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.
6. International Financial Management – Madhu Vij, Excel Books, 2010.
7. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
8. International Finance – Imad Moosa, 3/e, Tata McGraw Hill, 2011.

**MBA Third Semester
Marketing Elective**

3.5 M1: Consumer Behavior and Brand Management (CB&BM)

- CSO1: Focuses on Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion.
- CSO2: To provide insight into consumer psychology with special focus on how consumers think, feel and act about marketing stimuli that marketers develop.

Unit 1: Introduction of Consumer Behaviour - importance of studying consumer behaviour- Individual determinants of consumer behaviour- Personality- theories of personality- relevance of personality in understanding consumer behaviour- perception- the role of perception in consumer behaviour- role of motivation and attitudes in consumer behaviour.

Unit 2: Models of buyer behaviour, Howard model, Howard Sheth model, EKB Model, Webster and wind model and Sheth Industrial buyer behaviour model.

Unit 3: the process of learning and consumer behaviour - consumer decision process: problem recognition, search and evaluation, purchasing process and post purchase behaviour- models of consumer behaviour, 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.

Unit 4: Brand Management: Brands and their significance: Attributes, Benefits, Values, Target User, Personality, Culture, Categories of Brands, Characteristics of Successful Brands; Role of Brands, Branding Strategies: Line Extensions, Brand Extensions, Corporate Branding, Multi-Branding, Co-Branding, Brand Rejuvenation.

Unit 5: Brand Equity: Managing Brand Equity – Brand Loyalty – Brand Awareness – Perceived Quality – Brand Associations – Branding and Marketing Communications – International Branding Considerations – Brand Management During Recessions – Corporate Image and Brand Management. New Developments in Brand Management.

Suggested Readings:

- 1) Loudon and Bitta : Consumer Behaviour, Tata McGraw Hill
- 2) Peter and Olson: Consumer Behaviour and Marketing strategy, McGraw Hill.
- 3) Schiffman and Kanuk : Consumer Behaviour
- 4) Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi.
- 5) Kumar: Conceptual issues in consumer behaviour: the Indian context Pearson Education, New Delhi.

MBA Third Semester
Marketing Elective
3.6 M2: Services Marketing (SMR)

- CSO1: To acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.
- CSO2: To emphasize on the emergence of service economy: contributory factors, consumption pattern analysis, economic transformation.

Unit 1: Introduction - Service, concepts, scope of services, goods-services continuum, 4Is of services goods and services categorization. Industrial services. Segmentation target marketing and positioning. Customer expectations and perceptions of services. Service Flower.

Unit 2: Service Marketing Mix - Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service quality. Service Gaps and means to fill these gaps.

Unit 3: Strategies for Marketing - overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- external marketing. Internal Marketing. Relationship Marketing and interactive marketing.

Unit 4: Personal selling - advertising and sales promotion in service industry. Customer service in service Marketing- monitoring and measuring customer satisfaction- handling complaints effectively.

Unit 5: Planning and managing service delivery - creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.

Suggested Readings:

1. Valarie A.Zeithaml and Mary Jo-Bitner: Services Marketing- Integrating Customer Focus Across the firm, 3/e, TMH
2. Thomas.J.Delong and Asish Nanda: Managing Professional Services- Text and cases, McGraw Hill International.
3. Christopher Lovelock: Services Marketing People, Technology , strategy, fourth edition, Pearson education.
4. Mark Davis, Managing Services People and Technology, McGraw Hill International.
5. James.A.Fitzsimmons, Services Marketing- operations, strategy and information Technology, 3/e, McGraw- Hill international.
6. Services Marketing- M.K.Rampal, S.L.Gupta
7. Essence of Services Marketing – Ardian payne
8. Services Marketing- S.M.Jha.
9. CRM at the speed of light- Paul Greenberg.

**MBA Third Semester
Marketing Elective
3.7 M3: Rural Marketing (RM)**

- CSO1: Understanding the complex dimensions of the business marketing by focusing on the critical elements of value offerings in rural marketing.
- CSO2: Focuses on models and methods for design of rural marketing strategies in a business-to business context.

Unit 1: Introduction – Definition, Scope of Rural Marketing, Concept, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets.

Rural Marketing Environment – Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets, Print Media in Rural Areas, Rural Areas Requirement, Problems in Rural Marketing, Rural Demand, Rural Market Index.

Unit 2: Rural Consumer Behavior – Consumer Buying Behavior Models, Factors Affecting Consumer Behavior, Social Factors, Technological Factors, Economic Factors, Political Factors.

Characteristics of Rural Consumer – Age and Stages of the Life Cycle, Occupation and Income, Economic Circumstances, Lifestyle, Personality and Brand Belief, Information Search and Pre Purchase Evaluation, Rise of Consumerism.

Consumer buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Unit 3: Researching Rural Market - Sanitizing Rural Market, Research Design – Reference Frame, Research Approach, Diffusion of Innovation, Development Studies, PRA Approach, The Need for PRA, sampling, Operational Aspects of Data Collection.

Unit 4: Rural Marketing Strategies -

a. Segmenting, Targeting and Positioning:

Segmenting: Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis for Segmentation and Approaches to Rural Segmentation – Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behavior Segmentation, Multi-attribute Segmentation.

Targeting: Evaluation and Selection of Segments, Coverage of Segments.

Positioning: Identifying the positioning Concept, Selecting the Positioning Concept. Developing the Concept, Communicating the Concept.

b. Product Strategy: Introduction, Marketing Mix Challenges, Product Concepts, Classification – Five Levels Products, Classification of Products, Rural Product Categories – Fast Moving Consumer Goods, Consumer Durables, Agriculture Goods, Services.

c. New Product Development: Consumer Adoption Process, Product Life Cycle, Product Mix.

- d. **Branding in Rural India:** Brand Building in Rural India, Brand Spectrum in Rural, Brand Loyalty versus Stickiness.
- e. **Fake Brands:** The Fakes Market, Strategy to Consumer Fakes, Structure of Competition in Rural India, Product Warranty and After-Sales-Service, Conclusion.

Unit 5: Future of Rural Marketing – Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, E-Rural Marketing.

Suggested Readings:

1. Advertising Marketing in India – Acharya – Oxford IBH.
2. Agriculture Marketing in India – Minouti Kamat and R. Krishnamoorthy – HPH, 3/e.
3. Marketing of Agriculture Products – Richard Kohls and Joseph N. Uhl – 9/e, (PHI).
4. Rural Marketing – Balaram Dogra and Karminder Ghuman, TMH, 1/e.
5. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education.
6. Rural Marketing – Pradeep Kashyap and Siddhartha Raut, Biztantra.
7. Rural Marketing – Sanal Kumar Velayudhanm, 2/e, Response, SAGE Publication.
8. Rural Marketing – T. P. Gopal Swamy, Vikas Publishing House, 2/e.

**MBA Third Semester
Marketing Elective
3.8 M4: Distribution Management (DM)**

- CSO1: To appraise the major role of distribution in managing supply chain.
- CSO2: To gain specialized knowledge of distribution management to review channels of distribution, their main participants and their relative importance.
- CSO3: To understand the importance of the customer service function to the logistics efforts of the firm.

Unit 1: Distribution Management – Marketing Channels, Structure Functions and Relationship, Retailing and Wholesaling, Logistics and Physical Distribution, Structure and Strategy, Design of Channel System and Distribution Systems.

Unit 2: Channel Management – Policies, Information Systems, Assessing Performance of Marketing Channel.

Unit 3: Logistics Management – Key Logistics Activities viz., Customer Services, Demand Forecasting, Inventory Management, Materials Handling, Communication, Order Processing, Packaging, Traffic and Transportation, Warehousing and Storage. Developing Logistics Strategy, Logistics Information System, Organizing for Effective Logistics, implementing Logistics Strategy.

Unit 4: Managing Channel Member Behaviour and Managing the International Channels of Distribution.

Unit 5: Logistics Design for Distribution Channels, Logistics Outsourcing, e-Commerce Logistics, Reverse Logistics, Global Logistics, Strategic Logistics, Performance Measurements and Controls.

Suggested Readings:

1. Logistics Management by Vinod V. Sople - Pearson Education.
2. Logistical Management by Donald Bowersox, David Closs – TMH, 2004.
3. Business Logistics/Supply Chain Management by Ronald Ballou - Pearson Education

**MBA Third Semester
Human Resource Elective
3.5 H1: Labour Law and Industrial Relations (LL&IR)**

- CSO1: Helps to acquaint the students with the basic labor laws which govern and regulate business entities and transactions.
- CSO2: Expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

Unit 1: Industrial relations – An Overview: Overview of Industrial Relations (IR), Meaning and Scope of IR, Perspectives/Approaches to IR, Major stake holders of IR, Evolution of IR in India, Changing Dimensions of IR in India, Impact of globalization on IR, ILO.

Unit 2: Trade Unionism - Concepts, Functions, Objectives , Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926 (Applicability, Registration, Recognition of Trade unions, Immunities available to Trade union office bearers), Dealing with trade unions.

Unit 3: Dispute resolution - Causes of Industrial Disputes, Standing Orders& Grievance Procedure, The Industrial Employment (standing orders) Act, 1946 (Participative Management, Collective Bargaining, The Industrial Disputes Act, 1947), Concept of Industry and workman, Dispute Resolution Methods & Machinery, Conciliation, Arbitration, Adjudication, Layoff, Closure, Retrenchment and Strike.

Unit 4: Labour Welfare - Objectives, benefits to workers, Workers Education and Training and Labour Legislations (Only Main Provisions) (Brief overview): Evolution and importance of Labour Legislation in India, Protective Legislation: The Factories Act, 1948, Wage Legislation: Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal remuneration Act,1976, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972. Social Security Legislation: Workmen’s Compensation Act, 1923, Employees’ Provident Fund, 1952, Employees State Insurance Act,1976, The Maternity Benefit Act, 1961, Unorganized Workers Social Security Act 2008.

Unit 5: Miscellaneous Legislations - Child Labour (Prohibition and Regulation) Act, 1986 and Sexual harassment at workplace- A legal perspective

Suggested Readings:

1. Yoder Dale – Personnel Management and Industrial Relations, Prentice-Hall India, New Delhi.
2. Myers, Charles A. and Kannappan S. – Industrial Relation in India, Asia Publication House, Mumbai.

MBA Third Semester
Human Resource Elective
3.6 H2: Performance Management and Counseling (PMC)

- CSO1: Helps to provide a comprehensive conceptual and practical insight in to the entire cycle of performance management.
- CSO2: Identifying KPAs and KRAs, designing performance management system.

Unit 1: Introduction - The past and the future, Human Resource Development and Performance Appraisal, meaning, need, objectives, purpose and content.

Unit 2: Designing your Performance - Key business process; competitive advantage; role clarity, accountability and effectiveness increasing self awareness and understanding.

Unit 3: Performance Appraisal Process – Identifying KRAs, KPAs, SMART Goals; Focus and Priority Matrix; preparing a performance plan, using performance Appraisal Data, making performance appraisal work.

Unit 4: Recent Performance Appraisal Technique - 360 feedback system, HR Accounting, Assessment Centers, MBO and BARS. Performance Score card: Balanced score card, Employee scorecard, HR Score card, Pc MM Model.

Unit 5: Performance Counseling and Mentoring - Meaning and definition: Principles of counseling; Process; what is counseling is not; Directive and non-directive types of counseling; characteristics of a good counselor; post appraisal interviews; potential appraisal performance improvement strategies.

Suggested Readings:

- 1) T.V.Rao: Redesigning performance appraisal system
- 2) King.P. Performance planning and appraisal : McGraw Hills.
- 3) Board.R: Counseling people at work: Gomer
- 4) Stewart and Stewart- Practical performance appraisal, Gower Press.

**MBA Third Semester
Human Resource Elective
3.7 H3: Effective Training and Development Strategy (T&D)**

- CSO1: Provide an in-depth understanding to various stages in a training process
- CSO2: Facilitates the students to learn some of the tools and techniques of training process.

Unit 1: Introduction to Training concept - Definition, Meaning, Need for Training, Importance of Training, objectives of Training, concepts of Education, Training and Development, overview of Training Functions, types of Training.

Unit 2: Process of Training - Steps in Training, Identification of job competencies, criteria for identifying Training needs(Person Analysis, Task Analysis, organization analysis), Assessment of Training Needs, Methods and Process of Needs Assessment.

Unit 3: Designing and Implementing a Training Program - Trainer Identification, Methods and Techniques of Training, Designing a Training Module (cross cultural, Leadership, Training the Trainer, change), Management Development program, Budgeting of Training.

Unit 4: Evaluation of Training Program - Kirkpatrick Model of Evaluation, CIRO Model, Cost-benefit analysis, ROI of Training

Unit 5: Learning and Technology in Training - Principles of Learning, Theories of Learning, Reinforcement Theory, social learning theory, Andragogy, Resistance to Training.

Technology in Training: CBT, Multimedia Training, E-Learning/online Learning, Distance Learning.

Suggested Readings:

1. Employee Training and Development- Raymond Noe
2. Every Trainers Handbook---Devendra Agochia
3. 360 Degree Feedback, Competency Mapping and Assessment Centre--- Radha Sharma
4. Training and Development- S.K.Bhatia.
5. HRM- Biswajeet Pattanayak.

MBA Third Semester
Human Resource Elective
3.8 H4: Leadership and Group Dynamics (LGD)

- CSO1: To understand an application of group dynamics to counseling, personal growth and other psychologically-oriented groups.
- CSO2: Understand and describe major group dynamic factors, including leadership, membership, and group developmental stages.

Unit 1: Introduction: Meaning, Definition, Role and Significance of leadership in organization, theories of leadership, types of leaders, transactional and transformational leadership

Unit 2: Leadership in 21st Century: The Challenges of Globalization and technology to leadership development, leadership function.

Unit 3: Strategies to be a good leader: Characteristics and culture of a boss and leader, sensitivity, consistency, exploring, and coordinating, use of integrated a computer networks to be an effective leader.

Unit 4: Introduction to Group Dynamics - Concept, Types, Organization Design, Importance, Types of Communication patterns and emerging needs.

Unit 5: Cohesiveness - Resistance to change, norms, role conflict, task interactions, system view, social roles, effect on decision making, Group polarization and Role of decision support system: Comparative analysis of organizational structures giving emphasis o productivity, time and motion study.

Suggested Readings:

1. George C Homans – The human group, harcourst brace Joanovich, Newyork.
2. V H Vroom and P W Yelton – Leadership and Decision Making, University of Pittsburg press, Pittsburgh, United States.
3. John W Newstroom and Keith Davis – Organizational Behavior at work, Tata McGraw Hill, New Delhi.
4. Struss G and Sayles L R – Personnel: the Human Problems of Management, P. H. I New Delhi.
5. Udai Pareek – Training instrument for HRD. Tata Mc Graw Hill, New Delhi
6. Craig M Watson – Dynamics of Leadership, Jaico Publishing House, Bangalore.
7. Stephen R Covey – Principle Centered Leadership, Simon and Schuster, London.
8. Rustom S Davar – Creative Leadership, UBS Publishers, New Delhi.
9. Craig M Watson - Dynamics of Leadership, Jaico Publishing House, Bangalore.
10. Stephen. R. Covey & Simon - Centered Leadership, Schuster, London.
11. Rustom. S. Davar - Creative Leadership, UBS Publishers, New Delhi.

MBA Fourth Semester
4.1: Global Business Strategies (GBS)

- CSO1: Helps students to understand the contemporary changes in the global business environment.
- CSO2: To familiarize with the extent of embeddedness of global business in the international institutional setting.

Unit 1: World of International Business – Challenges of International Business, Multinational Enterprises, Trade and International Business.

Unit 2: Environment of International Business – International Politics and Economic Integration, International Culture, International Trade, International Finance. WTO.

Unit 3: International Business Strategies – Global Strategic Planning, Organizing strategy, Product Strategy – Global Sourcing – Global Supply Management and Technology transfer, Marketing Strategy, Human Resource Management Strategy, Political Risk and Negotiation Strategy, International Financial Management.

Unit 4: International Business Strategies in Action – Corporate Strategy and National Competitiveness, Doing Business in European Community, Doing Business in Japan, Doing Business in North America and Doing Business in Non-Trail Nationals.

Unit 5: Global Business Horizon – International Joint Ventures and Future Challenges of International Business.

Suggested Readings:

1. Bhalla V. K. and Shivaramu S., International Business: Environment and Management, Anmol Publications, New Delhi, 2000.
2. Davidson W. H., Global Strategic Management, John Wiley and Sons.
3. Feayrweather J., International Business Strategy and Administration, Bllinter Publishers Mass.
4. Garland J., and Farmer R. N., International Dimension of Business Policy and Strategy, PWS-KENT.
5. Keealas A. G., Global Business Strategy, South-Western.
6. Nagandhi A. R., International Management, PHI, New Delhi.
7. Porter M. E., Competitive Advantage, The Free Press, New-York.
8. Porter M. E., The Competitive Advantage of Nations, The Free Press, New York.
9. Rungman A. M. and Hodgetts R. M., International Business: A Strategic Management Approachm McGrawhill, Inc., New Delhi.

MBA Fourth Semester

4.2: Entrepreneurship Development and Project Management (EDPM)

- CSO1: Provides students with a solid introduction to the entrepreneurial process of creating new businesses.
- CSO2: Aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project.

Unit 1: Women Entrepreneurs - Challenges to woman entrepreneurs, achievements of woman entrepreneurs, Role Models of Woman Entrepreneurs. Creating Entrepreneurial Venture- Entrepreneurship Development cycle.

Unit 2: Business Planning Process - The business plan as an entrepreneurial tool, Elements of Business Plan, objectives, Market analysis, development of product/idea, Marketing, Finance, Organization and Management , Ownership, Critical risk contingencies of the proposal, scheduling and milestones.

Unit 3: Project Planning- scope, problem statement, project goals, objectives, success criteria, assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning.

Unit 4: Project Activities and Monitoring - Project Resource Requirements, Types of Resources. **Project Monitoring**, Evaluation and control- project network technique, planning for monitoring and evaluation, Project Audits, Project Management information system, Project scheduling, PERT and CPM, Project communication, Post-project Reviews.

Unit 5: Project Team Management - Recruitment, Organizing, Human Resources, Team Operating rules, Project organization, various forms of Project organization, Project Organization charting.

Closing the Project - Types of project termination, strategic implications, project in Trouble, Termination strategies, evaluation of Termination possibilities, Termination procedures.

Suggested Readings:

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt.
3. Innovation and Entrepreneurship – Peter F. Drucker.
4. Bennet P Lientz and Kathryn P REA, “ Project Management for the 21st century”, Academic press, California, 1995.
5. Choudhary S, “Project Management”, Tata Mc Graw Hill Book Publishing co; New Delhi.

6. Gopalakrishnan, P, “ Project Management”, Macmillan India Ltd , New Delhi, 1993.

MBA Fourth Semester

4.3: Applications in Information Technology (AIT)

- CSO1: To develop a macro-level perspective of the information technology and its potential.
- CSO2: To help organizations create sustainable competitive advantage in respective industries.

Unit 1: Sales and Distribution – Sales Budgeting- Market Segments/ Customers/Products customer enquiry and preparation of quotation, customer order processing-from order acknowledgement to dispatch and invoicing, follow up for pending customer orders and sales analysis.

Unit 2: Bill for Materials Processing with product configuration, Master Production schedule, capacity requirement planning for equipment, manpower and time, material requirements planning, production planning- work order management , shop Floor control- calculation of labor efficiency, productivity and down Time Analysis, Material Procurement- Indenting, purchasing, vendor analysis, Suppliers’ Bill passing and receipt of material, stock accounting and control- Raw material, work in progress and finished good, job/product/WIP costing- standard /FIFO/LIFO/Average/Weighted average costing methods, Sub- contracting of work to outside vendors.

Unit 3: Financial Accounting - Accounting- General Ledger, Balance sheet/profit and loss account/schedules, Trial Balance, Journals/Day Books, Ratio/Expenses Analysis, Accounts Receivables, Accounts Payables.

Unit 4: Human Resources - Employee Database, Recruitment, Employee Appraisal, Employee Training, Leave Accounting, Payroll- salary calculation and reporting- income tax calculations and reporting- Loan Accounting- Provident Fund and Gratuity- Bonus, Ex-Gratia, Incentive, Superannuation- Arrears Calculation.

Unit 5: Banking - Savings Bank Accounting- Real Time, Internet Banking, Fixed Deposits.

Suggested Readings:

1. Business Applications of Computers- Milind Oka
2. Information Technology Principles and Applications; Ajoy Kumar Ray & Tinku Acharya; Prentice Hall of India Private Ltd., New Delhi.
3. Information Technology and Computer Applications in Public Administration: Issues and Trends; G. David Garson; Idea Group Publishing, Hershey, USA.

4. Managing Information Technology Resource and Applications in the World Economy; Edited by Mehdi Khosrowpour; Idea Group Publishing, Hershey, USA.

MBA Fourth Semester

Finance Elective

4.4 F4: Strategic Financial Management (SFM)

- CSO1: To acquaint the students with the conceptual framework of the key decision areas in international finance.
- CSO2: To provide an overview of the financial environment in which multinational firms operate.

Unit 1: Financial Policy and Strategic Planning – Strategic Planning Process–Objectives and Goals–Major Kinds of Strategies and Policies–Corporate Planning–Process of Financial Planning–Types of Financial Plan–Financial Models–Tools or Techniques of Financial Modeling–Uses and Limitations of Financial Modeling–Applications of Financial Models–Types of Financial Models –Process of Financial Model Development.

Unit 2: Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision–Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method–Corporate Strategy and High Technology Investments.

Unit 3: Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy - outs (LBOs) – Divestiture – Demergers.

Unit 4: Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

Unit 5: Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

Suggested Readings:

1. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001
3. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007

**MBA Fourth Semester
Finance Elective**

4.5 F5: Security Analysis and Portfolio Management (SAPM)

- CSO1: Helps to impart knowledge to the participants regarding the theory and practice of Security Analysis and Investment Decision Making Process.
- CSO2: Introduction to Investment theory; Investment objectives, constraints and policies.

Unit 1: Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

Unit 2: Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

Unit 3: Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. PREFERENCE Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

Unit 4: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company Analysis- Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis) Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioural Finance – Interpretation, Biases and critiques.

Unit 5: Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds:, Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Portfolio Management Strategies: Active and Passive Portfolio Management strategy.

Portfolio Revision: – Formula Plans-Rupee Cost Averaging.

Suggested Readings:

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
5. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
6. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House 2010.
7. Security Analysis & Portfolio Management- Kevin S, PHI, 2011.

**MBA Fourth Semester
Finance Elective**

4.6 F6: Financial Derivatives and Risk Management (FDRM)

- CSO1: Aims to sets up study in the field of investments related to options, futures and other derivative securities.
- CSO2: To acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative.

Unit 1: Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India

Unit 2: Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures – arbitrage opportunities.

Unit 3: Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

Unit 4: Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.

Unit 5: Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities.

Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives.

Suggested Readings:

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010
3. Options & Futures- Vohra & Bagri, 2/e, TMH
4. Derivatives- Valuation & Risk Management - Dubofsky & Miller, Oxford University Press, 2005.
5. Financial Derivatives- Bishnupriya Mishra and Sathya Swaroop Debashish, Excel Books, 2007.
6. Financial Derivatives –Kumar S. S. S, PHI, 2007.

**MBA Fourth Semester
Marketing Elective
4.4 M5: International Marketing Management (IMM)**

- CSO1: Introduce the students to the concepts, strategies and contemporary issues involved in the international marketing of products and services.
- CSO2: Focuses on International Marketing Nature, Scope & Concepts.

Unit 1: Introduction and Trade Theories – Overview of the World Business, Domestic V/s International Marketing, Benefits of International Marketing. Economic Development Theories, Barriers to International Marketing, Role of GATT, WTO, OSP, etc., Global Business Environment.

Unit 2: World Marketing Environment – Political / Legal / Cultural / Social / Psychological dimensions and how they make International Marketing Challenging and Exciting and Risky at the same time.

Unit 3: Planning for International Marketing – Overseas Market Research, IS, Foreign Market, Entry Strategies, International Marketing, Decisions-Product Branding, Packaging, Pricing, Distribution, Sales, Sales & Promotion Decision and Strategies.

Unit 4: Financial Environment – Decisions in International Marketing.

Unit 5: Foreign Trade in India – Regulation, Promotion and Development, Foreign Trade Control, EXIM Policy, Organizational Setup. Export Documents and Procedures, Export Risk Insurance. Major Problems of Indian Export.

Suggested Readings:

1. International Marketing – Analysis and Strategy (3rd Edition) S. Onkvisit / J. Shaw.
2. International Marketing – (Including Export Management) 3rd Edition, Francis Cherunilam.
3. International Marketing Management: Texts and Cases; U. C. Mathur; Sage Publications.
4. International Marketing Management: An Indian Perspective; 16th Edition, Sultan Chand.
5. International Marketing; R. Srinivasan; PHI Learning Private Ltd., New Delhi.
6. Global Marketing Management 7/E; Warren J. Keeegan; Pearson Prentice Hall.

**MBA Fourth Semester
Marketing Elective
4.5 M6: Retailing and Franchising (RF)**

- CSO1: To understand the functions of retail business and various retail formats and retail channels.
- CSO2: To analyze Retail Market and Financial Strategy including product pricing.

Unit 1: Introduction and perspectives on Retailing: World of Retailing, Retail Management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of retailers (retail formats)- Multi-channel Retailing- Customer buying behavior, Historical perspective, role of retailing, FDI in Retail-problems of Indian retailing- current scenario.

Unit 2: Retailing strategy for setting up Retail Organization and Planning: Retail Market strategy- Financial strategy- site and location (Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques, objectives of Good store Design)- Human Resource Management, Information systems and supply chain management and logistics.

Store Management and visual merchandising: store Management: responsibilities of store manager, store security, parking space problem at Retail centres, store Record and Accounting system, coding system, material handling in stores, Management of Modern retails- store layout design: types of layouts, role of visual merchandiser, visual merchandising techniques, controlling costs and reducing inventories loss, exteriors, interiors customer service, planning merchandise assortments- buying systems- buying merchandise and retail communication mix.

Unit 3: Relationship Marketing and International Retailing: Management and Evaluation of Relationship in Retailing, Trends in Retail Research, areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing; motives of international retailing, International Retail Environment- socio-cultural, Economic, Political, Legal, Technological and issues in International retailing.

Unit 4: Retail Audit and Ethics in Retailing: Undertaking an audit, responding to a retail audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism.

Unit 5: Theories of Retailing: Wheel of Retailing, The Retail Accordion, Melting Pot theory, Polarization theory.

Retail Pricing: factors influencing retail pricing, Retail Pricing strategies, retail promotion strategies.

Suggested Readings:

1. Integrated Retail Management- James R, Odgen& Denise Trodden, Biztantra 2003
2. Retail Management- Levy & Weitz, 8/e, TMH, 2012
3. Retailing Management- Swapna Pradhan, 4/e, TMH 2012
4. Retail Marketing Management – Dravid Gilbert, 2/e, Pearson Education,
5. Retail Management- Chetan Bajaj, Oxford University, Press

MBA Fourth Semester
Marketing Elective
4.6 M7: Digital Marketing (DIM)

- CSO1: To introduce the students to the emerging dimensions of the internet marketing and develop suitable strategies.
- CSO2: To leverage the potential of e-marketing for achieving organizational goals.

Unit 1: E-Business Fundamentals – Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concepts of e-Business & e-Marketing. Markets (including B2C, B2B and C2C).

The Virtual Value Chain: Marketplace vs. Market space – Visibility, Mirroring Capability and New Customer Relationships- The Network Economy – “Moore’s Law” and Gilder’s Law” – E-Marketplaces and Economic Impacts.

Unit 2: Consumer Behaviour on the Internet: Demographic, geographic, psychographic and behavioural factors important to e-Marketing. Motivations for shopping on the net – attributes of online shopping.

Information for competitive Marketing Advantage: Marketing Research on the Net – Using Data Tools to Enhance Performance and for marketing intelligence.

Unit 3: The Internet Marketing Mix: Continuum of purely virtual to purely physical products – Product in the Internet Marketing Mix – presenting product online, building a brand – Price in the Internet Marketing Mix – Importance of price competitiveness to e-Business – Place in the Internet Marketing Mix: the importance of fulfilment, logistical considerations – Promotion in the Internet Marketing Mix – reaching the e-consumer.

Unit 4: Customer Experience on the Web: The Web’s ‘unique capabilities’ – Interactive communications with customers for – organizational learning, service capability, convenience.

e-Customer Relationship Management: The Economics of e-Loyalty – The importance of trust – The importance of focusing on the “right” customers – Price rational vs. price obsessive consumers, loyalists vs. butterflies – Upselling and cross selling. Relationship Capital – eCRM – Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

Unit 5: Virtual Communities: Building Partnerships through Community – User-Generated Content, Blogs.

Legal and Ethical Issues: Privacy and Security Concerns – Electronics Payment System – Different types of payment modes, e-cash, e-check, e-money, e-security – firewalls.

The Future of e-Marketing.

Suggested Readings:

1. e-Marketing : Strass, El-Ansary, Frost.
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith.
3. e-Services-New Directions in Theory and Practice: Roland T. Rust and P. K. Kannan.
4. eCRM-Concepts & Cases: Madhavi Garikaparathi.
5. eCRM: Business & System Frontiers: M. P. Jaiswal & Anjali Kaushik.

MBA Fourth Semester
Marketing Elective
4.7 M8: Advertising Management (AM)

- CSO1: Familiarize the students with the role of advertising in the in context of promoting products and services.
- CSO2: Understanding the advertising process and key decision areas for effective management of this function.

Unit 1: Marketing Communication - Marketing communication mix: Advertising, Sales Promotion, Personal selling, Publicity and Public Relations, Direct Marketing. Marketing Communication Process.

Models of Marketing Communication: Black Box Model, AIDAS Model, Lavidge and Steiner Model, DAGMAR Model, Model by Joyce, The FCB Model.

Marketing Communication Planning Process: Marketing and Marketing Communications—Marketing communication plan--- situational analysis: Competition, Market analysis, customer analysis, positioning analysis- Marketing communication objectives-Developing a Marketing communications program.

Unit 2: Advertising Objectives and Planning - Advertising Plan: Establishing advertising objectives, selecting the Advertising Message, set the advertising budget, developing the Media strategy, Evaluating advertising effectiveness – The Briefing Process—The advertising production process. 5M s of Advertising.

Unit 3: Media Planning - Environmental analysis- Media objectives: Reach, frequency, continuity, costs- media strategy: Target Audience Decisions, Media Budgeting, Media Selection, Media Scheduling- Implementation of Media Plan- Management Science and Media Planning Models: Evaluation Models. Mass Media Promotions: Newspapers and advertising: advantages and disadvantages of Newspapers Advertising , Rates in Newspapers- Magazines Advertising, Media space buying in magazines- Radio advertising, advantages and disadvantages of Radio Advertising, Media Space Buying in Radio, Television and Advertising, Advantages and disadvantages of Television Advertising, Media Space buying in Television.

Unit 4: Other Issues in Advertising: The advertising Agency: Functions of Ad agency- Types of Advertising Agencies: Full-service Agencies, Limited-service agencies, specialized agencies- Agency compensation: Media Commissions: Markup/Percentage charges, fees, Incentive based compensation.

Unit 5: Ethical Issues in Marketing Communications - Ethical Issues in Marketing Communications: Social Responsibility- Ethics in Advertising: Puffery, Taste,

Stereotyping, Advertising to children, promoting unhealthy products, subliminal advertising- Ethics in Sales Promotion: Contests and sweepstakes; slotting allowances- Ethics in Advertising Research- Ethics in Advertorials and infomercials- Regulations; self-regulation, Regulatory Bodies- the Economic effects of Advertising Consumer Choice; competition, Product costs and Prices.

Suggested Readings:

1. “Advertising Management” by Rajeev Batra, John Myers and David Aaker, 5th Edition, PHI.
2. “An Indian Perspective – Advertising Management” – by P K Agarwak, 2nd Edition, 2001, Pragati Prakashan, Meerut.
3. Contemporary Advertising by William F. Arens – Irwin / McGraw Hill International Edition.
4. Advertising Management: Concepts and Cases by Mahendra Moha, Tata McGraw Hill.

MBA Fourth Semester
Human Resource Elective
4.4 H5: Global Human Resource Management (GHRM)

- CSO1: Helps to sensitize students to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need in the global scenario.
- CSO2: Familiarize students with current global human resource practices that apply to their careers regardless of their field.

Unit 1: Human and Cultural Variables in Global Organizations, Cross-cultural differences and managerial implications -- Cross cultural Research Methodologies and Hofstede Hermes Study.

Unit 2: Structural Evolution of Global Organizations -- Cross cultural leadership and decision making, Cross-cultural communication and negotiation.

Unit 3: Human Resource Management in Global Organisations: Recruitment and Selection.

Unit 4: Compensation and Appraisal in Global Perspective.

Unit 5: MNCs and Compensation System.

Suggested Readings:

1. International Dimensions of Organisational Behaviour by Adler N.J.
2. Transnational Management: Text. Cases and Readings in Cross Border Management by Barlett and Goshal.
3. Cultures Consequence: International differences in work related values by Hofstede G.
4. International dimensions of HRM by Dowling P.J

**MBA Fourth Semester
Human Resource Elective
4.5 H6: Strategic Talent Management (STM)**

- CSO1: Aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry.
- CSO2: To emphasize on Talent Management & Talent Engineering.

Unit 1: Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Unit 2: Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System.

Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System.

Unit 3: Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.

Unit 4: Talent Management and Organizational Environment: Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour.

Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.

Unit 5: Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention.

Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager.

Suggested Readings:

1. Strategic Talent Management: Contemporary Issues in International Context; Edited by Paul Sparrow, Hugh Scullion and Ibraiz Tarique; Cambridge University Press.
2. A Conceptual Approach to Strategic Talent Management; Tapomoy Deb; Indus Publishing Company.
3. Strategic – Driven Talent Management: A Leadership Imperative; Editors Rob Silzer & Ben E. Dowell; Jossey-Bass A Wiley Imprint.
4. Effective Talent Management – Aligning Strategy, People and Performance; Mark Wilcox; A Gower Book.
5. Talent Management Systems; Allan Schweyer; John Wiley & Sons Canada, Ltd.

**MBA Fourth Semester
Human Resource Elective
4.6 H7: Compensation and Benefits (C&B)**

- CSO1: Develop, amongst students, an understanding on various issues, approaches and practices of compensation management.
- CSO2: To design, analyze and restructure reward management policies, systems and practices.

Unit 1: Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

Unit 2: Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

Unit 3: Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

Unit 4: Statutory Provisions governing Different Components of Reward systems.

Unit 5: Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc.

Suggested Readings:

1. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
2. Wage and Salary Administration by Leonard R, Bergerís
3. Wage and Salary administration by Rock Micton

**MBA Fourth Semester
Human Resource Elective
4.7 H8: Business Process Outsourcing (BPO)**

- CSO1: To understand the basics of BPOs.
- CSO2: To analyze the importance of outsourcing.

Unit 1: Introduction and meaning of BPO, history of the industry, human issues in call centers and BPO industry, stress, quality/quantity conflict, intensity, targets, sleeping disorders, consequences of unmanaged stress, managing stress.

Unit 2: BPO industry in India, factors why BPO is gaining ground in India, different types of services being offered by BPOs, companies in India providing these services.

Attrition rates in BPO industry and retention strategies in ITES/BPO industry, employee benefits provided by majority of BPO companies.

Unit 3: PCMM model and its application, introduction, the strategic objectives pursued in PCMM, need for PCMM(People capability Maturity Model), structure, level, behavioural characteristics of maturity level, key process areas- maturity levels v/s process categories.

Unit 4: Managing IT Outsourcing: offshore, onshore, and near-shore, how to think strategically about outsourcing, BPO meets BPM, Business Process Off-shoring.

Unit 5: Moving up the value chain from BPO to KPO, opportunities and challenges in the field, areas in the KPO, Challenges for Indian Companies in the financial services KPO business, classification of outsourcing phenomenon in financial services, BPO potential in the Financial Services Sector.

Suggested Readings:

1. Essentials of Business Process Outsourcing – The Indian Experience; Nitin Mehrotra; ICFAI Books, The ICFAI University Press.
2. Essentials of Business Process Outsourcing; Thomas N. Duening and Rick L. Click; John Wiley & Sons Inc.
3. Business Process Outsourcing – Process, Strategies and Contracts Second Edition; John K. Halvey & Barbara M. Melby; John Wiley & Sons Inc.
4. Business Process Outsourcing – The Competitive Advantage Rick L. Click, Thomas N. Duening; John Wiley & Sons Inc.
5. Business Process Outsourcing – Concept, Current Trends Management, Future Challenges; S. Nakkiran, D. John Franklin (Editors).