



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA KAKINADA

## MBA (REGULAR – R16) III SEMESTER SYLLABUS

### STRATEGIC MANAGEMENT

#### UNIT 1

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

#### UNIT 2

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

#### UNIT 3

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

#### UNIT 4

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

#### UNIT 5

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

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

#### *References*

1. Vijaya Kumar P., Hitt A: **Strategic Management**, Cengage learning, New Delhi,2010
2. John A PearceII, Amita Mital: “**Strategic Management**”, TMH, New Delhi, 2012.

3. Sanjay Mohapatra: “**Cases Studies in Strategic Management**”, Pearson, New Delhi,2012
4. Adrian Haberberg&Alison: **Strategic Management**, Oxford University Press, New Delhi, 2010
5. P.Subba Rao: “**Business Policy and Strategic Management**” Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. .Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “**Strategic Management and Business Policy**”, Excel Books, New Delhi, 2012

## LEGAL ASPECTS OF BUSINESS

### UNIT 1

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

### UNIT 2

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

### UNIT 3

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

### UNIT 4

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

### UNIT 5

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

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

### *References*

1. Ravindra Kumar: “**Legal Aspects of Business**”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “**Business Legislation for Management**”, Vikas Publishing House, New Delhi, 2012
3. Pathak: “**Legal Aspects of Business**”, Tata McGraw Hill, New Delhi, 2010
4. S.N.Maheshwari, S.K.Maheshwari: “**A Manual of Business Laws**”, Himalaya Publishing House, 2013.
5. P.K.Padhi: “**Legal Aspects of Business**”, PHI Learnings, New Delhi, 2013

# BUSINESS ETHICS AND CORPORATE GOVERNANCE

## UNIT 1

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

## UNIT 2

**Impact of Globalization on Indian Business Ethics:** Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

## UNIT 3

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

## UNIT 4

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

## UNIT 5

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

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

### *References:*

1. S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “**Cases in Business Ethics**”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.
5. A.C.Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.

## Electives - HR

### LEADERSHIP MANAGEMENT

#### Unit 1:

**Organisational Leadership:** Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

#### Unit 2:

**Leadership Motivation, Culture:** Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.

#### Unit 3:

**Leadership Development:** Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.

#### Unit 4:

**Strategic Leadership:** Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

#### Unit 5:

**Leadership in the cross cultural context:** Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.

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

**Reference Books:**

1. Peter G. Northouse, **Leadership**, 2010, Sage. Publication.
2. Richard L. Daft **“Leadership”** Cengage Learning 2005.
3. Uday Kumar Haldar **“Leadership and Team Building”** Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy **“Leadership”** Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, **Thought leadership Meets Business**, 1st edition, 2009, Cambridge.
6. John ADAIR, **Inspiring Leadership**, 2008, Viva Books.

# COMPENSATION AND REWARD MANAGEMENT

## UNIT 1

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

## UNIT 2

**Job evaluation and Compensation Structure:** Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure-History and past practices, elements of ,management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

## UNIT 3

**Wage and Salary administration:** Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

## UNIT 4

**Control systems for labour costs:** Introduction-Direct and Indirect labour , Role of various departments-The personnel department-Industrial engineering department-Types of worker-Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

## UNIT 5

**Pay Structure and Tax Planning:** Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

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

### *References*

1. Dr. Kanchan Bhatia “**Compensation Management**”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.Sambasiva Rao: “**Compensation and Performance management**”, Himalaya Publishing House, Mumbai
3. Dewakar Goel:“**Performance Appraisal and Compensation Management**”, PHI Learning, New Delhi, 2012
4. ER Soni Shyan Singh ‘**Compensation Management**’ – Excel Books, New Delhi – 2008.

5. Mousumi S Bhattacharya Nilanjan Sengupta , **“Compensation Management”** – Excel Books, New Delhi – 2009
6. Tapomoy Deb **“Compensation Management”** – Excel Books, New Delhi – 2009



# PERFORMANCE MANAGEMENT

## Unit-1

**Introduction:** –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

## Unit-2

**Performance Management Planning:** Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods.

## Unit-3

**Management System:** objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges-Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

## Unit-4

**Performance Monitoring and Counseling:** Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills

## Unit-5

**Performance management skills** – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership

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

## References

1. Prem Chadha: “**Performance Management**”, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, “**Performance Management**”: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, “**Appraising and Developing Managerial Performance**”, Excel Books, 2003.
4. David Wade and Ronad Recardo, “**Corporate Performance Management**”, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: “**Performance Appraisal and Compensation Management**”, PHI Learning, New Delhi, 2009
6. A.M. Sarma “**Performance Management Systems**” Himalaya Publishing House, New Delhi, 2010.

# STRATEGIC HUMAN RESOURCE MANAGEMENT

## UNIT-1

**Human Resource Strategy:** Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

## UNIT-2

**Strategic Human Resource Planning:** Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

## UNIT-3

**Strategy Implementation:** Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

## UNIT-4

**Strategic Human Resource Development:** Concept of Strategic Planning for HRD- Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

## UNIT-5

**Human Resource Evaluation:** Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

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

### References:

1. Charles R. Greer: “**Strategic Human Resource Management**” - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: “**Strategic Human Resource Management**” - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “**Strategic Human Resource Management**” Everest Publishing House, Pune 2009
4. Tanuja Agarwala “**Strategic Human Resource Management**” Oxford University Press, New Delhi 2014

5. Srinivas R Kandula “**Strategic Human Resource Development**” PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty “**Human Resource Strategy**” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

## FINANCE

### SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

#### **Unit-I:**

**Concept of Investment Education:** Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

#### **Unit-II:**

**Equity and Bond Valuation Models** – Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

#### **Unit-III:**

**Investment Analysis:** Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

#### **Unit-IV:**

**Portfolio Analysis and Selection:** Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

#### **Unit-V:**

**Portfolio Evaluation and Revision:** Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

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

#### **References**

1. S. Kevin: “**Security Analysis and Portfolio Management**”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “**Security Analysis and Portfolio Management**”, Vikas Publishing House, New Delhi, 2009

3. Sudhendra Bhat: **“Security Analysis and Portfolio Management”**, Excel Books, New Delhi, 2009.
4. Shashi K Gupta: **“Security Analysis and Portfolio Management”**, Kalyani Publishers, New Delhi, 2010
5. Prasanna Chandra, **“Investment Analysis and Portfolio Management”**, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
6. Ranganatham : **“Investment Analysis and Portfolio Management”** Pearson Education.

# BANKING AND INSURANCE MANAGEMENT

## UNIT 1

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

## UNIT 2

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

## UNIT 3

**Regulation and Innovations in Banking System:** Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

## UNIT 4

**Introduction to Insurance:** Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

## UNIT 5

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

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

## ***References***

1. Peter.S.Rose & Sylvia. C. Hudgins: “**Bank Management & Financial Services**”, Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“**Risk Management & Insurance**”, Cengage Learning, New Delhi
3. Reddy K S and Rao R N: “**Banking & Insurance**”, Paramount Publishing House 2013.
4. Vasant Desai: “**Banks & Institutional Management**”, Himalaya Publishing House 2010.
5. Harold. D. Skipper & W. Jean Kwon: “**Risk Management & Insurance, Perspectives in a Global Economy**”, Blackwell Publishing New Delhi.
6. NIA: “**Life Insurance Principles and Practices**”, Cengage Learning, New Delhi,2013.
7. Neelam C.Gulati: “**Banking and Insurance: Principles and Practice**”, Excel Books, New Delhi 2011.

## ADVANCED MANAGEMENT ACCOUNTING

### Unit – 1:

**Introduction:** Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

### Unit - 2:

**Financial Analysis:** Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Deprecation Models.

### Unit- 3:

**Budget – Budgetary Control:** – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

### Unit-4:

**Marginal Costing:** Cost Concepts for Decision making – Decision Making Process – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer .

### Unit – 5:

**Standard Costing:** Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance

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

### References:

1. Charles T. Horn Gaxy L. Sundem.: “**Introduction to Management Accounting**” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “**Management Accounting**” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “**Management Accounting**” Pearson Education.
4. V. Krishna Kumar: “**Management Accounting**” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “**Practical Problem in Management Accounting**” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “**Advanced Cost and Management Accounting**” Kalyani Publishers, New Delhi.



## STRATEGIC FINANCIAL MANAGEMENT

### Unit-I:

**Corporate Policy:** Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.

### Unit-II:

**Corporate Financial Strategies:** Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems)

### Unit-III:

**Corporate Investment Strategy:** Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems)

### Unit-IV:

**Corporate Financial Engineering:** Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)

### Unit-V:

**Corporate Restructuring:** Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance . (Problems)

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

### References:

1. Coper and Weston: “**Financial Theory and Corporate Policy**”
2. Braley and Myers: “**The Principles of Corporate Finance**”. Mc.Graw Hill, N.Y.1993.
3. Prasanna Chandra : “**Financial Management**” Theory and Practice.
4. I.M. Pandey – “**Financial Management**” Vikas Publishers, New Delhi.

# MARKETING

## CONSUMER BEHAVIOR

### UNIT- 1

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

### UNIT- 2

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

### UNIT- 3

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

### UNIT -4

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

### UNIT- 5

**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.

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### *References*

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

# RETAIL MANAGEMENT

## UNIT 1

**Basic concept of retailing:** Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.

## UNIT 2

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

## UNIT 3

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

## UNIT 4

**Store layout and design:** Store operations and inventory management- Merchandise planning and control - Buying merchandise – Developing Assortment plan.

## UNIT 5

**Retail Pricing Strategy:**, Category Management, Customer services – Retail branding - International retailing – Promotional strategies – advertising, sales promotion, Store atmosphere.

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

### *References*

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

# CUSTOMER RELATIONSHIP MANAGEMENT

## UNIT 1

**Introduction:** Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.

## UNIT 2

**CRM as an integrated business strategy:** Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.

## UNIT 3

**CRM marketing aspects:** Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

## UNIT 4

**Analytical CRM:** Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results

## UNIT 5

**Operational CRM and CRM implementation:** Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

### References:

1. Ed Peelen: “**Customer Relationship Management**” Pearson, Education
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “**Customer Relationship Management**” Cengage learning
3. S.Shanmuga sundaram: “**Customer Relationship Management**” Prentice Hall of India.

# STRATEGIC MARKETING MANAGEMENT

## UNIT – 1

**Introduction :** Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis- marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organisational structure and corporate responsibility and ethics - dynamic strategy

## UNIT -2

**Strategic Marketing Strategy:** Models - Organisation, Industry and market environment situation analysis; Porter's Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics- Direct response marketing strategies - Defensive strategies - Customer retention strategies- Personalised marketing; Payne and Ballantyne's Six markets model

## UNIT -3

**Strategic Marketing Techniques :** Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

## UNIT -4

**Strategic marketing environment :** Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalisation; importance of customer service; commoditisation; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

## UNIT - 5

**New Product Developments:** Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders- Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the

strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors

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

**References:**

1. Devid A Aaker and Damien Mc Loughlior: **“Strategic Marketing Management”**- Global Perspective” Wiley Publications.
2. Jean –Jacques Lambin : **“Strategic Marketing Management”**, McGraw –Hill,
3. Nag A: **“Strategic Marketing”**. MacMillons
4. Srinivas R, Lohith C.P.: **“Strategic Marketing and Innovation”** for Indian MSMEs”, Springer Publication.
5. Graeme Drummond, John Ensor, Ruth Ashfor: **“Strategic Marketing Planning and Control”**, Elsevier Publication.
6. Kotler P and Keller K L: **“A Framework for Marketing Management”**, Pearson Education, 2008

## SYSTEMS

### E-BUSINESS

#### UNIT 1

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

#### UNIT 2

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

#### UNIT 3

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

#### UNIT 4

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

#### UNIT 5

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

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

#### *References*

1. Hanson: “**E-Commerce and Internet Marketing**”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: “**E-Business and E-Commerce**” for Managers, Pearson Publication.
3. David Whiteley: “**E-Commerce- Strategy Technologies and Applications**” Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: “**E-Commerce–Concepts, Models & Strategies**” Himalaya Publishing house, Mumbai, 2003.
5. Kamallesh K Bajaj & Debjani Nag: “**E-Commerce**”, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: “**Electronic Commerce**”, Tata Mc-Graw-Hill, New Delhi, 2003.

## **RELATIONAL DATA BASE MANAGEMENT SYSTEMS (RDBMS)**

### **UNIT - 1**

**Database Systems:** Evolution- File Oriented Systems- Database Models- database System Components- Database Systems in the Organization- Data sharing - Strategic Database - Planning database and Management Control- Risks and Costs in Databases- Database development.

### **UNIT - 2**

**Database Design:** Principles of Conceptual Database- Design Conceptual Data Models- Aggregation- Modeling conceptual Objects vs. Physical Objects- Relational Data Model- Fundamental Concepts-Normalization-Transforming a conceptual model - Relational Model- Relational Database Implementation- Relational Algebra and Calculus.

### **UNIT - 3**

**SQL-Schema and Table Definition:** Data Manipulation- View Definition Graphical Query Language- Client-Server Databases - Defining Database Tables and Server - Data Manipulation and Programming- Developing Client Applications

### **UNIT - 4**

**Physical Database Systems:** Storage Media- Disk Performance – Factors File Organisation- Implementing Logical Relationships- Mapping logical Data Structures to Physical Structures- Secondary Keys – Access Database Administration and Control - DBA Functions- DBA Goals Database Integrity- Database Security- Database Recovery

### **UNIT - 5**

**Distributed Database Systems:** Design.- Query Processing- Data Integrity Recovery- Client/Server Systems- DBMS Selection and Implementation- Information Needs- DBMS Functions and Capabilities-Classifying DBMS feature requirement Evaluation Models- Implementation Issues- Case studies of RDBMS package such as ORACLE/MS-SQL Server.

**(Lab Sessions to be conducted wherever it is required)**

### **REFERENCES:**

1. Mc Fadden-Benjamin: “**Modern Database Management**” Cummings Publishing Company
2. Bipin C.Desai: “**An Introduction to Database System**” West Publishing Company
3. Gary Hansen & James. Hansesn: “**Database Management & Design**” Prentice Hall



4. Alexis Leon & C.K. Thomas DB2 (IBM Database 2), **“The Complete Book for Application Programmers”**, Comdex Computer Publication a division of Pustak Mahal.
5. Prof. S. Nandagopalan, **“Database Management Systems”** A Practical Approach”, Sapna Book House, Bangalore.

## WEB DESIGNING

### Unit: 1

**Web Fundamentals** – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

### Unit: 2

**Hyper Text Transfer Protocol (HTTP):** Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client.(lab sessions to be conducted)

### Unit 3

**Hyper Text Markup Language (HTML):** Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

### Unit 4

**Cascading Style Sheets (CSS)** Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

### Unit 5

**JavaScript** Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

**(Lab Sessions to be conducted wherever it is required)**

### TEXT BOOKS:

1. Uttam K Roy : “**Web Technologies**” — Oxford University Press, 2010
2. Jon Duckett: “**HTML & CSS: Design and Build Websites**” – John Wiley & Sons, 2014.

## SYSTEMS ANALYSIS AND DESIGN

### UNIT-1

**Systems Analysis and Design:** Meaning - System Analyst: Role and Responsibilities. Strategies of System Design and Development - Principles of System Development - Tools of System Development - Requirements Analysis: Strategies - Fact-finding – Feasibility Analysis - Documenting: DFD, DD, DT, Decision Trees,

### UNIT-2

**System Design:** Objectives - Physical Vs. Logical Design- Areas of System Design: Input Design: Data Capture - GUI controls - prototype design - Process Design - Modeling Applications - Information Technology Architecture - Output Design - Principles - Prototype – Interface – Display – Forms Design.

### UNIT-3

**Procedure Design:** Code Design – File Design – Methods – Storage Structures – Software Design – Techniques – Principles.

### UNIT-4

**System Testing:** Types – Approaches – Quality Assurance – Assessing Reliability – Documentation – Training the users and operating personnel.

### UNIT-5

**System Implementation:** Strategies and Techniques Conversion Methods – System support and maintenance system crash – Recovery- System Evaluation Techniques.

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

### References:

1. Whitten.L. Jeffery: Bentley. D. Lonnie: “**System Analysis and Design Methods**” Tata Mc. Graw Hill, New Delhi.
2. Senn. A.James: “**Analysis and Design of Information System**” Mc. Graw Hill, New York.
3. Davis. B. Gordeon, Olson, H.Margrethe: “**Management Information Systems**” Conceptual Foundations, Structure and Development, Mc.Graw Hill, New York.
4. Garg.K.Vinod, Srinivasan, S: “**Work book on Systems Analysis & Design**” Prentice Hall of India Pvt. Ltd., New Delhi.
5. Rajaraman, V. “**Analysis and Design of Information System**” Prentice Hall of India Pvt. Ltd., New Delhi.
6. Vigya Charya R. Bansal, “**Information System Analysis and Design**” A Modern Approach to System Development, New Age International Publishers, New Delhi.