

COURSE STRUCTURES


I - SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab	Internal	External		
MBA101	Principles of Management	4	--	--	40	60	100	3
MBA102	Managerial Economics	4	--	--	40	60	100	3
MBA103	Accounting for Managers	4	1	--	40	60	100	3
MBA104	Quantitative Analysis for Business Decisions	4	1	--	40	60	100	3
MBA105	Business Environment	4	--	--	40	60	100	3
MBA106	Business Communication	4	--	--	40	60	100	3
MBA151	IT-Lab	1	--	2	50	50	100	2
TOTAL		25	2	2	290	410	700	20

II - SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab	Internal	External		
MBA201	Organizational Behavior	4	--	--	40	60	100	3
MBA202	Marketing Management	4	--	--	40	60	100	3
MBA203	Financial Management	4	--	--	40	60	100	3
MBA204	Human Resource Management	4	--	--	40	60	100	3
MBA205	Production and Operations Management	4	--	--	40	60	100	3
MBA206	Management Research Methods	4	--	--	40	60	100	3
MBA251	Industry Analysis and presentation	--	1	2	100	--	100	3
TOTAL		24	1	2	340	360	700	21




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III - SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab.	Internal	External		
MBA301	Strategic Management	4	--	--	40	60	100	3
MBA302	Total Quality Management	4	--	--	40	60	100	3
MBA303	Business Laws and Corporate Governance	4	--	--	40	60	100	3
MBA3_01	Elective 1	4	--	--	40	60	100	3
MBA3_02	Elective 2	4	--	--	40	60	100	3
MBA3_01	Elective 3	4	--	--	40	60	100	3
MBA3_02	Elective 4	4	--	--	40	60	100	3
TOTAL		28	--	--	280	420	700	21

IV - SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab.	Internal	External		
MBA401	Logistics & Supply Chain Management	4	--	--	40	60	100	3
MBA402	Entrepreneurship	4	--	--	40	60	100	3
MBA4_01	Elective 5	4	--	--	40	60	100	3
MBA4_02	Elective 6	4	--	--	40	60	100	3
MBA4_01	Elective 7	4	--	--	40	60	100	3
MBA4_02	Elective 8	4	--	--	40	60	100	3
MBA451	Major Project	--	--	8	50	150	200	8
TOTAL		24	--	8	290	510	800	26



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Dual Specialization

Specialization papers will be offered in four areas viz., Finance, Human Resources, Marketing, and Systems, out of which students should choose any two specializations. In each specialization 1st and 2nd subjects will be offered in semester III, 3rd and 4th subjects will be offered in semester IV. A Specialization shall be offered subject to a minimum of 25% of the total students.

Specializations

1. Finance

- 1) 3F01 - Security Analysis and Portfolio Management
- 2) 3F02 - Financial Institutions and Services
- 3) 4F01- International Financial Management
- 4) 4F02- Financial Risk Management

2. HRM

- 1) 3H01- Performance Management
- 2) 3H02-Management of Industrial Relations
- 3) 4H01-Strategic Human Resource Management
- 4) 4H02-Management of Change

3. Marketing

- 1) 3M01-Services Marketing & Retail Management.
- 2) 3M02-Advertising and Brand Management
- 3) 4M01-Consumer Behaviour
- 4) 4M02-Customer Relationship Management.

4. Systems

- 1) 3S01-Database Management Systems
- 2) 3S02-E-Commerce.
- 3) 4S01-Data Warehousing and Data Mining
- 4) 4S02-Decision Support Systems



I SEMESTER



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MBA101 - PRINCIPLES OF MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Management: definition, nature and importance, Goals, Levels of management; Managerial roles and functions; Early management thoughts – Modern approaches to management-Recent Developments; Managing people for competitive advantage - the Challenges of Management.

UNIT - II

Planning: Nature and Importance, Types of planning, Levels of planning, Process – MBO: Process – Advantages and Disadvantages – MBO in Indian Context; Decision making – Significance - Types - Decision making process – Modern Approaches- Evaluating Decisions.

UNIT - III

Organizing: Nature of organizing- Formal and Informal – Organization levels and span of management- Organizational structure and Process; Departmentation - Modern Organisational Structures – Characteristics; Line and Staff concepts - Delegation, Centralization and Decentralization of authority; **Staffing:** Definition – Human Resource Planning - Principles, Process – Employee Turnover – Recruitment and Selection – Performance Appraisal.

UNIT - IV

Directing: Meaning, Assumptions of Human Behaviour, Theory X and Theory Y; Leadership: Definition, Dimensions – Leader Vs Manager – leadership behavior and styles – Recent approaches to leadership; Managerial Grid; Communication: Process, Methods.

UNIT - V

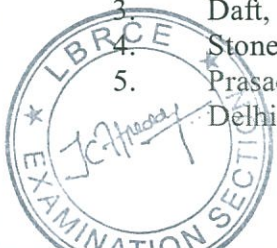
Controlling: Nature and importance – Process – Feedback system – Requirements for effective control – Control techniques.

Relevant case study discussions in all units**TEXT BOOK**

Meeenakshi Gupta: “*Principles of Management*”, PHI Private Limited, New Delhi, 2009.

REFERENCES

1. Koontz, Weihrich and Aryasri: “*Principles of Management*”, Tata McGraw Hill, New Delhi, 2008.
2. John F. Wilson, *The Making of Modern Management*, Oxford University Press.
3. Daft, “*The New Era of Management*”, Cengage Learning, New Delhi, 2009.
4. Stoner, Freeman and Gilbert: “*Management*”, Pearson Education, New Delhi, 2002
5. Prasad L M, *Principles and Practices of Management*, Sultan Chand & Sons, New Delhi.



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MBA102 - MANAGERIAL ECONOMICS

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Managerial Economics: Economics-Definitions-Micro, Macro, Welfare economics -Managerial Economics- Definition, Nature and Scope, Relationship with other Disciplines- The role of managerial economist.

UNIT - II

Fundamental Economic concepts: Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty.

Objectives of the Firm: Profit Maximization, Sales Maximization and other objectives-

Structure of the Firm: Characteristics and types.

UNIT - III

Demand Analysis: Price and Demand, Demand Function and its Determinants, Law of Demand and its Exceptions; Elasticity of demand: Types of Elasticity of Demand, Measurement of Price Elasticity of Demand, Factors affecting Elasticity of Demand, significance of Elasticity of Demand.

Demand forecasting: Types of Forecasting and Forecasting methods, Forecasting Demand for New Products

UNIT - IV

Production Analysis: Production function, Cobb-Douglas Production Function, Iso-Quants, Iso-Costs and Least Combination, MRTS, Laws of Production and Economies of scale.

Cost Analysis: Cost concepts, short run and long run cost-output relationship; Cost control and its Techniques.

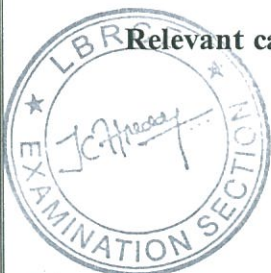
Break-Even Analysis: Determination of BEP, Assumptions and Significance of BEA and Problems

UNIT - V

Market Structure and Pricing: Classification of Markets, Competitions and its features; Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly;

Pricing methods and Strategies. Theories of profit.

Relevant case study discussions in all units



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TEXT BOOKS

1. G S Gupta, "*Managerial Economics*", Tata McGraw Hill.
2. P. L. Mehta "*Managerial Economics – Analysis, Problems & Cases*" -Sulthan Chand & Sons

REFERENCES

1. Dean. Joel: "*Managerial Economics*", PHI.
2. R.L.Varshney and K.L.Maheshwari, "*Managerial Economics*", 17th Edition, Sultan Chand & Sons
3. Henry and Haynes, "*Managerial Economics*": Analysis and Cases, Business Publications
4. Keat, 2007, "*Managerial Economics*", 4th Edition, Thomson
5. H.Craig Petersen, W.C. Lewis, S K Jain, 2006, "*Managerial Economics*", Pearson




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MBA103 - ACCOUNTING FOR MANAGERS

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:	1 Periods / Week	External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction of Accounting –Nature and Scope -Financial Accounting, Cost Accounting, Management Accounting – Role of Accounting in Modern Organization, Importance, Objectives and Principles, Accounting Concepts & conventions and the Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India. Concept of Shares and Debentures & Amalgamation

UNIT - II

Financial Accounting System – Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments (Sole trading concern).

UNIT - III

Valuation of fixed assets: Tangible vs. Intangible assets, Depreciation of fixed assets and methods of depreciation (Straight line method, Written down value method, Annuity method). Valuation of Inventory (FIFO, LIFO, Simple average, Weighted average methods).

UNIT - IV

Funds flow and Cash flow statements: Meaning- Advantages and Limitations – Statement of Changes in Working Capital -Analysis and interpretation of financial statement from investor and company point of view – Du Pont Chart.

UNIT - V

Financial Statement Analysis – Ratio Analysis : classifications – Liquidity, Activity, Profitability, Solvency and Structural ratios – Calculation and interpretation of ratios – Predictive Power of ratios – Advantages and Limitations of ratio analysis.

Relevant case study discussions in all units**PRESCRIBED TEXT BOOKS:**

1. Maheshwari S N, Mahehwari S K: “*Financial Accounting*“, Vikas Publishing House Private Limited, New Delhi, 2009,
2. I. M. Pandey : Management Accounting Vikas Publishing House, ND.

REFERENCES

1. Asish K. Bhattacharyya: “*Essentials of Financial Accounting*”, PHI Private Limited, New Delhi, 2009.
2. Khan.M.Y., Jain.P.K., 2007, Management Accounting – Text, Problems and Cases, 4th Edition, Tata McGraw Hill, New Delhi – 8
3. N.M.Singhvi, Management Accounting, Text and Cases, Prentice Hall.
4. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
5. Gupta, 2006, Financial Accounting for Management – An Analytical Perspective, Pearson.



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MBA104 - QUANTITATIVE ANALYSIS FOR BUSINESS DECISION

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:	1 Periods / Week	External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT – I

Introduction to Quantitative analysis: History and development of Quantitative Approach, Definitions of Operations Research, Quantitative analysis and Decision Making, Quantitative analysis Vs Qualitative Analysis.

Decision Theory: Steps of Decision Making process, Types of Decision Making environments: Under Uncertainty, under Risk; Decision Trees Analysis.

UNIT - II

Linear Programming: Formulation of LPP, Solution by the Graphical method; Simplex method and Duality in LPP and Sensitivity Analysis.

UNIT - III

Transportation Problem: Mathematical model, IBFS, Test for Optimality and Managerial applications. **Assignment Problem:** Mathematical model, Solutions of AP, Variations of AP and Traveling Salesman Method.

Theory of Games: Two Person Zero sum Games, Pure Strategies: Games with Saddle point Mixed Strategies: Rules of Dominance, Games without Saddle point- Algebraic, Arithmetic and Matrix methods.

UNIT - IV

Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

Linear correlation: Types of Correlation, Methods of Studying Correlation: Scatter diagram method, Karl Pearson's coefficient of correlation and Rank correlation.

Linear Regression Analysis: Linear and Non-linear regression, lines of regression, coefficients of regression

UNIT - V

Network Analysis: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration

Replacement Models: Types of failure, single replacement and group replacement.

Relevant case study discussions in all units



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TEXT BOOKS

1. J.K. Sharma, 2005, Operations Research Theory and Applications, Macmillan.
2. J.K.Sharma, *Business Statistics*, Pearson Education,2007

REFERENCES

1. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons, 2001.
2. N.D. Vohra, 2001, Quantitative Techniques in management, Tata Mc-graw Hill, 2nd edition.
3. R.S.Bhardwaj, *Business Statistics*,Excel Books,New Delhi, 1999.
4. S.P.Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi, 1998.




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MBA105 - BUSINESS ENVIRONMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Business Environment: Business concepts –Interface between Business & environment –Types of Environment –Elements: Internal and External –Economic, Political, Legal, Socio-cultural, Technological and International Factors Influencing Business Environment – Challenges.

UNIT - II

Economic environment ; Economic systems- Economic planning in India- Liberalization – Privatization – Globalization - Economic Policy - Industrial Policy - Subsequent policy Statements- Fiscal policy- Foreign Trade policy

UNIT - III

Political & Legal Environment: Critical elements of political environment - Emerging Trends - Government and Business- - Competition Act– Foreign Exchange Management Act- Licensing Policy.

UNIT - IV

Socio-cultural & Technological Environment: Demographic factors–Society-Business culture- Fast changing trends- Consumerism-Technological Environment in India: R&D- Patent Laws-Technology transfer

UNIT - V

International Business Environment: International Economic Integration, Country Evaluation and Selection, -Financial and Technological collaborations -Foreign Market Entry Methods- International Trading Blocks– Their Objectives; WTO- World Bank – IMF- Organization Structure and Functioning -Balance of Payments

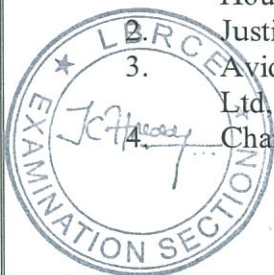
Relevant case study discussions in all units

TEXT BOOKS

1. Aswathappa – “ Business Environment “ – Himalaya Publishing House
2. Raj Agrawal: “Business Environment”, Excel Publication, New Delhi.

REFERENCES

1. Francis Cherunilam: “Business Environment-Text and Cases”, Himalaya Publishing House, Mumbai.
2. Justin Paul: “Business Environment”, Tata McGraw Hill, New Delhi, 2006.
3. Avid W Conklin: “Cases in Environment of Business”, Sage Publication India Private Ltd, New Delhi.
4. Chari, S, N: International Business, Wiley India



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MBA106 - BUSINESS COMMUNICATION

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Role of Communication in Business –Introduction- Objectives & Process of communication – Media & channels - Types-Written.vs.Oral communication - Visual, Audio- visual Communication - Silence.

UNIT - II

Dynamics of Listening Skills – Process, types & traits , Verbal Vs Non-verbal communication –Body language-postures-Gestures-kinesics etc., Cross Cultural Communication – problems and challenges-Barriers to effective communication

UNIT - III

Interpersonal vs. Intrapersonal communication, managing motivation to influence Interpersonal Communication- Role of Emotion in Inter Personal Communication –Empathy-conflict resolution-Team work-Networking skills- Communication Styles

UNIT - IV

Business Writing Skills- Significance & Features of Business Correspondence-Types of letters - Pleasant & unpleasant writing- Telephone Communication – effective use of Technology in Business Communication. Report Writing – objectives & Significance; Types of Reports -Structure of Reports - Formal Reports -Informal Report – Proposals, Industry Samples

UNIT - V

Presentation skills – Strategies & techniques of presentation – types of presentation – video Conferencing–Seminars-Technical paper presentations - Group Discussions-Brainstorming Sessions; interview – formal and informal – interview techniques - etiquettes. Relevant case study discussions in all units

TEXTBOOKS

1. Herta A Murphy & Herber W Hildebrandt, “.Effective Business Communication”, Tata McGraw Hill, New Delhi, 2008.
2. Krizan, “Essentials of Business Communication”, Cengage Learning, New Delhi,2008

REFERENCES

1. Paul Turner, “Organizational Communication”, JAICO Publishing House, New Delhi,2007
2. Ramesh & Ramesh, “Ace of Soft skills”, Pearson Education, New Delhi, 2009.
3. Meenakshi Raman, “Business Communication”, Oxford University Press, New Delhi,2008
4. Leo Jones & Richard Alexander, “ New International Business English”, Cambridge University Press, New Delhi, 2009.



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MBA151 - INFORMATION TECHNOLOGY LAB

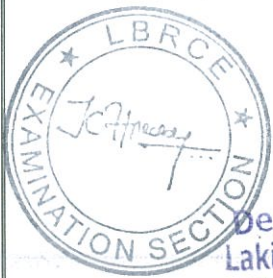
Lecture	:	1 Periods / Week	Internal Marks	:	50
Tutorial	:		External Marks	:	50
Credits	:	2	External Examination	:	3 hrs.


1. **MSWord:** creation of letters, tables, pictures, mail merging.
2. **Introductory concepts of MS-EXCEL spreadsheet:** Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic. Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options. Decision making using MS EXCELL.V-Lookup-Look up.
3. **Data and Graphical Options:** Filling a Series, Sorting data, querying of data. Working with graphs and charts.
4. **MS Power point:** preparation of sildes and slide show.
5. **Introduction to MS-ACCESS:** Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and displaying data. Creating & querying using forms. Creating & printing reports and labels.

Relevant case study discussions in all units

REFERENCES

1. P.K.Vishwanathan, 2003, Business Statistics, An applied orientation” Pearson.
2. Levine M. David, Stephan David, Krebbiel C Timothy and Berenson L Merk, 2006, “Statistics for Managers using Microsoft Excel, 4th Edition, Pearson / Prentice Hall of India.
3. 1 Scott Urman, “Oracle 8i-PL SQL Programming”, TMH, 2000.
4. Loney, “Oracle 8i—The Complete Reference”, TMH, 2000.




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II SEMESTER



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MBA201 - ORGANIZATIONAL BEHAVIOUR

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I**Introduction**

Foundations of human relations and organizational behavior. Early approaches in management. Definitions, nature and scope of human relations and organizational behavior and its significance. Contributions of other disciplines.

UNIT - II**Individual - personality proportions:**

Learning: Definition, Concept of Learning, Learning role in organizations Learning theories- Ivan Pavlov, B.F. Skinner and EL. Thorndike..

Perceptual management and personality: Meaning and significance of perception and influencing factors. The Gestalt perceptual organization and social perception. Meaning of personality. Personality trait and Determinants. Personality development and socialization.

Attitudes and Motivation: Concepts of attitudes, Sources, types and Functions. Attitudes and consistency- cognitive dissonance theory-Definition of needs, drives and Motives and incentives. Motivation theories-Maslow's, Herzberg's and Alderfer's ERG Theory

UNIT - III**Groups: Decision Making Process**

Groups: Nature of Groups. Dynamics of Group formation, Types of groups. Implications of group dynamics on organizational Behavior and management. Dynamics of informal groups and its significance and decision making process .

UNIT - IV

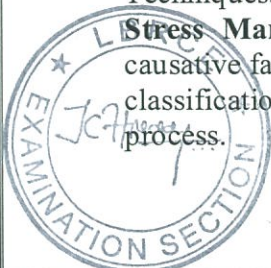
Power, authority, influence and leadership: Definition and meaning of power, distinguish between power, authority and influence bases of power, the process of power. Definition of leadership. Traits of effective leaders, leadership skills, leadership styles and determinants .

Management communication, The modern perspective importance of communication. Type of communication process, barriers to effective communication.

UNIT - V

Organizational structure and development: Understanding of Organization structure Departmentation, modern organizational designs- Organizational development and its Techniques.

Stress Management: Definition of stress, Types Of Stress ,occupational stress. The causative factors of organizational stress. Strategies to cope with stress, **Meaning of conflict,** classification of conflict, process, negotiation and its process, collective bargaining and its process.



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Quality work life – Emerging trends: Needs for innovative approaches and improve work environment, Opportunities and threats in the wake of globalizations. The concept of work life and benefits and potential difficulty of quality .

Relevant case study discussions in all units

TEXT BOOK

1. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson education, New Delhi.

REFERENCES

1. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.
2. Pareek Udai (2007), Understanding Organizational Behaviour, Oxford University Press, New Delhi.
3. Aswathappa. K. (2005), Organizational Behaviour, Text and Cases games, Himalaya Publishing Company, New Delhi.
4. Jerald Greenberg and Robert.A. Baron, (2009), Organizational Behaviour, PHI learning Private Ltd., New Delhi.
5. Jit.S. Chandhan (2006), Organizational Behaviour, Vikas Publishing House, New Delhi.



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MBA202 - MARKETING MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Marketing: Definition, Importance & process of marketing, Elements of marketing, Evolution of marketing, Functions of marketing, Concepts of marketing, Indian Marketing Environment. Role and functions of marketing department. Changing scenario.

UNIT - II

Consumer Segmentation: Segmentation and targeting – Identification of market segments – marketing strategies – Marketing mix- Factors influencing consumer Behaviour

UNIT - III

Product Management: Definition, New Product Development, Product Life Cycle, Product mix and line – Branding and brand related issues. - Market Testing, Commercialization.

UNIT - IV

Pricing Strategy: Objectives, Methods and processes of pricing, Factors influencing the pricing. responding to Competitor's price changes.

UNIT - V**Distribution Management and Promotion:**

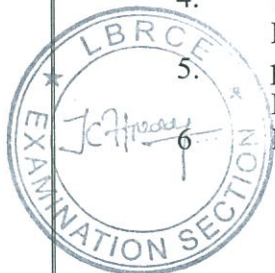
Role and Importance of Distributors - middlemen-Distribution network – Promotional mix – communication strategies. Sales promotion: Role of advertising, Public relations Definition, role, types, dealer display contests, discounts, bonus offers, retail merchandising techniques

Relevant case study discussions in all units**TEXT BOOKS**

1. Phillip Kotler: "*Marketing Management*", 11/e, Pearson Publishers, New Delhi, 2003
2. Prof. Vijaya prakash Anand – Marketing management in Indian perspective – Biztantra & Vailey publishers

REFERENCES

1. Tapan K Panda: "*Marketing Management Text and Cases*", Excel Books, New Delhi.
 2. Boone and Kurtz: "*Principles of Marketing*", Cengage Learning, New Delhi.
 3. VS Ramaswamy, S.Namakumari., "*Marketing Management*", 3/e, Macmillan, New Delhi, 2003
 4. T.N.Chhabra, SK.Grover: "*Marketing Management*", Dhanpat Rai and Co., New Delhi, 2009.
 5. paul Baines, Chris Fill, Kelly Page: "*Marketing*", Oxford University Press, New Delhi, 2009.
- Rajan Saxena: "*Marketing Management*, 2/e, Tata McGraw Hill, New Delhi, 2008.



MBA203 - FINANCIAL MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to financial management: Evolution-Objectives – functions & scope – interface of financial management with other functional areas. Over view of corporate finance, Environment of corporate finance.

UNIT - II

Time value of money: Introduction, types of cash flows- future value of a single cash flow, multiple cash flows & annuity – present value of a single cash flow, multiple cash flows & annuity, perpetuity & growing perpetuity.

Capital expenditure decisions: The process of capital budgeting – basic principles in estimating cost & benefits of investments – appraisal criterion – Discounted & non-discounted methods (PBP-ARR-NPV-IRR-Benefit cost ratio).

Cost of Capital: Concept and measurement of cost of capital. Debt vs Equity cost of debt, preference shares, equity shares & retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

UNIT - III

Capital structure theories: Net income approach-Net operating income approach-Traditional approach-Miller Modigliani (MM), criticism of MM approach. Business & financial risk – a total risk perspective – a market perspective – determinants of capital structure decisions – approach to estimate the target capital structure – variation in capital structure, EBIT/EPS Analysis & ROI/ROE Analysis.

Leverage: Measuring & analyzing the implications of leverage – Operating leverage, Financial leverage & Total leverage.

Sources of long term finance: Equity capital – Debenture capital, Term loans & Deferred credit, Venture capital, IPO, Public issue by listing companies, Rights issues, Preferential allotment, Private placement and Institutional finance.

UNIT - IV

Working Capital: Components of working capital, Gross Vs Net working capital, Determinants of working capital needs, the operating cycle approach, planning of working capital, financing of working capital through bank finance & trade credit.

UNIT - V

Dividend policy: Traditional approach, walter model – Gordon model – Miller Modigliani position – rational expectations method.

Relevant case study discussions in all units

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TEXT BOOKS

1. Khan & Jain P.K, Financial management: Text & Problems, Tata McGrawhill, New Delhi.

REFERENCES

1. I M Pandey, Financial management, 9th edition, Vikas Publishing House Pvt Ltd, New Delhi-2005
2. Eugene F Brigham Financial management: Theory & Practices, 9th edition, the Dryden Press-1999.
3. Van Horne, Financial Management & Policy, 12th edition, Prentice Hall New Delhi.
4. Damodaran, Aswath.john, Corporate finance: Theory & Practices, 2nd edition, wiley & sons,
5. Prasanna Chandra, Financial management: Theory & Practices, 7th edition, Tata McGrawhill, New Delhi-2004



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Lakireddy Bali Reddy College of Engg,
Mylavaram - 521 230.. Krishna Dt

MBA204 - HUMAN RESOURCE MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to HRM: Definition – History – Approach – Functions – Role- Responsibility. HR as a Strategic Business Partner – The role of HR in providing Sustainable competitive advantage.

UNIT - II

Human Resource Planning : Definition – Objectives – Process – Assessing Current Human Resources – Growing Importance of HRP – Current Trends.

Job Analysis and Design: Concept and Process of Job Analysis – Job Description – Job Specification – Job Analysis Methods – Uses of Job Analysis, Job characteristics model, Concept of Job Design – Different Approaches-Hackman and Oldham , Job characteristics (skill variety, task identification, task significance)

UNIT - III

Recruitment and Selection: Concept of Recruitment – Factors – Sources of Recruitment – Evaluation of Recruitment Program. Concept of Selection – Process – Selection Methods. e-recruitment.

Managing Careers: Concept of Career – Career Anchors – Elements of a Career Planning Program – Issues and Benefits in Career Planning.

UNIT - IV

Employee Training and Development: Definition and Purpose of Training – Improving Employee Performance – Identification-Assessing Training needs – Training Methods-Employee development

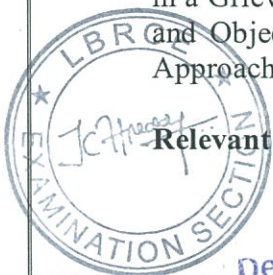
Performance Appraisal: Concept – Objectives – Process – Performance Appraisal Methods – Uses and Pitfalls – Ethics of Performance Appraisal.

UNIT - V

Compensation Management: Definition and Objectives of Job Evaluation – Principles – Process – Techniques – Advantages - Limitations of Job Evaluation. Concept of Wage and Salary Administration – Principles – Purpose – Concepts of different Wages – Concept of Rewards – Types of Incentive Plans – Guidelines for Effective Incentive Plans-Employee retention-Exit interview.

Grievance Handling: Concept – Causes – Need for a Grievance Redressal Procedure – Steps in a Grievance Redressal Procedure – **Disciplinary Action** – Definition and Concept – Aims and Objectives – Forms and Types of Discipline – Principles of Maintaining Discipline – Approaches to Discipline.

Relevant case study discussions in all units



TEXT BOOKS

1. K Aswathappa: "*Human Resource and Personnel Management*", Tata McGraw Hill, New Delhi, 2007.

REFERENCES

1. Gary Dessler: "*Human Resources Management*", PHI Private Limited, New Delhi, 2007.
2. Essentials of HRM and IR by P.Subba Rao / Himalaya Publishing House
3. Human Resource Management by Shashi K. Gupta and Rosy Joshi / Kalyani Publishers.
4. Shashi K Gupta, Rosy Joshi: "*Human Resource Management and Organizational Behavior*", Kalyani Publications, Hyderabad, 2007.
5. Biswanath Ghosh: "*Human Resources Development and Management*", Vikas Publishing House Private Limited, New Delhi, 2008



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MBA205 - PRODUCTION AND OPERATIONS MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Production and Operation Management- Historical Evolution, Differences between Manufacturing and Operations, OM scenario today. **Product Design and Analysis:** Product Design and Development, CAD/CAM, Value Analysis, Manufacturing Process Technology.

UNIT - II

Facilities Management: Location of Facilities, Layout of Facilities, Classification of Layout, and Flexible Manufacturing.

Aggregate Planning: Introduction, Process of AP-Master Production Schedule-Preparation of aggregate demand Forecast.

UNIT - III

Scheduling: Scheduling In Job, Shop Type Production, Assignment and Sequencing, Scheduling in Mass, Continuous and Project Type Production, Line balancing Job.

Productivity: Basic Concepts, Productivity Cycle, Productivity Engineering and Management, types of Productivity

UNIT - IV

Material Management –Objectives, Cost Associated with Inventory, types of inventory, Methods of inventory control, Materials Requirement Planning.

Work Study: Method Study, Steps in Method Study; Work measurement, procedure for Work measurement.

UNIT - V

Management of Quality: Concept of Quality, objectives, inspection, SQC, Control charts for variables and attributes, acceptance sampling, Quality principles and six sigma.

Relevant case study discussions in all units

TEXT BOOKS

1. William J Stevenson: “*Operations Management*”, Tata McGraw Hill, New Delhi, 2009
2. K. Aswathappa & K Sridhara Bhat, Production and Operations Management HPH, Mumbai, 2009

REFERENCES

1. James R.Evans and David A. Collier: “*Operations Management* “, Cengage Learning India Private Limited, New Delhi,2009
2. Nair NG: “*Production and Operations Management* “, Tata McGraw Hill, New Delhi, 2009.
3. Joseph. S. Martinich, POM, John Wiley & Sons Canada 2003
4. P. Rama Murthy, POM, New Age International Publishers, 2009.



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MBA206 - MANAGEMENT RESEARCH METHODS

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Research: Meaning, objectives and Significance; Role of business research; Research process; Ethics in business research; Types of Research: Pure vs. Applied research, Qualitative vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, Case Study Method of research;

UNIT - II

Research Design: Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data: Data Collection Methods; Questionnaire Design; Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size; Pilot study;

UNIT - III

Measurement and Scaling: Concepts; Attitude measurement; Psychometrics; Socio-metrics; Levels of measurement and types of scales; Criteria for good measurement;

UNIT - IV

Data Analysis: Processing of Raw Data: Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests: Factor analysis, Conjoint analysis and Content analysis; Hypothesis: characteristics, formulation, Hypothesis testing procedure.

UNIT - V

Report Writing: Report writing and significance, Different steps in report writing, Layout of the research report, Precautions.

Relevant case study discussions in all units

TEXT BOOKS

Kothari: CR "*Research Methodology: Methods and Techniques*", New Age International Publishers, New Delhi, 2009.

REFERENCES

1. Krishna Swamy .OR and obul Reddy . D. Research Methodology and Statistical tools 1st editions Himalaya Publishing House, New Delhi. 2008.
2. Cooper R.Donald and Schindler S. Pamela: "*Business Research Methods*", 9/e, Tata McGraw Hill, New Delhi.
3. Narayana Reddy P, Acharyulu GVRK, "*Research Methodology and Statistical Tools*", 2nd Ed., Excel Books, New Delhi, 2009.
4. Panneerselvam R: "*Research Methodology*", PHI Learning Private Limited, New Delhi, 2009.
5. Alan Bryman, Emma Bell: "*Business Research Methods*", Oxford University Press, New Delhi, 2008.

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III SEMESTER



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MBA301 - STRATEGIC MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction :Basic Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Phases and benefits of Strategic management

Environmental scanning : Identifying external and internal factors- Industry analysis – Porter’s approach to industry analysis – Industry value chain analysis

UNIT II

Strategy formulation : Process – significance- practices –Business strategy – situational analysis- SWOT- EFAS – IFAS matrices – Porter’s competitive strategies – Corporate strategy- retrenchment strategy – Portfolio analysis – BCG matrix- space matrix- IE matrix

UNIT III

Strategy implementation: Develop programmes , budgets, procedures – Stages of corporate development in terms of problem, Objective reward system etc- Internal issues in strategic management implementation

UNIT IV

Strategic evaluation and control: Measuring performance – appropriate measures – types of control- Balanced score card approach- problems in measuring performance – guide lines for control

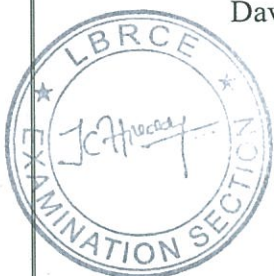
UNIT V

Strategic issues : Entrepreneurial ventures and small businesses – Importance of Entrepreneur as a strategist- issues in Corporate Governance – factors affecting new venture. A frame work for crisis management: Crisis management-definition, nature, scope and its significance. Types of crisis, causative factor and stages. Crisis management and their strategic role in organizations.

Relevant case study discussions in all units

TEXT BOOK

1. Concepts in Strategic management and Business Policy – Thomas L Wheelen & J David Hunger- 13th edition – Pearson publications, New Delhi .2013.



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REFERENCES

1. Arthur A. Thopson Jr. A.J. Strickland III & John E. Gamble Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases.
2. VSP Rao & V. Hari Krishna Strategic Management: Text and Cases. N.Delhi: Excel Books.
3. Amita Mital: Cases in Stratagic Management, Tata McGraHill, New Delhi, 2008
4. Vijaya Kumar P,. Hitt A : Strategic Management, Cengage learning, New Delhi,2010.
5. Thompson & Strickland: Strategic Management, Concepts and cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
6. Steven Fink (2000), "Crisis management: planning for the investable". Amazon publications, New Delhi.
7. Lewis Gerald (2006), "Organizational Crisis Management: the Human Factor". Amazon publications, New Delhi.



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MBA302 - TOTAL QUALITY MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Quality: Origin, growth, Quality Philosophies and frameworks, Dimensions of Quality, Quality Planning, Quality costs.

UNIT - II

TQM Concepts and Principles: Introduction to TQM, Implementing TQM Systems, Approaches, Barriers, Role and responsibilities of management, **Continuous improvement:-** Quality circles, Quality Function Deployment.

UNIT - III

TQM Methods, Tools and Techniques: Models for Quality Improvement, Quality Improvement Tools, Problem Solving, Root Cause Analysis, Cause and Effect analysis, Failure Mode and Effect Analysis, **Variation:-**Types of Variation, Methods of Measurement, Variation in Production Systems, Variation in Service Systems, An Overview of Supplier Quality Assurance Systems, Process Capability and Control, Inspection, Testing, Reliability.

UNIT - IV

Statistical Quality Control: Statistical Process Control, Control Charts, Benchmarking- types of benchmarking, process of benchmarking, six sigma.

UNIT - V

Quality System: ISO series as a system, principles & objectives of ISO-9000, procedure for registration and certification of ISO, Indian Quality System-Quality Awards and Marks ISI etc.

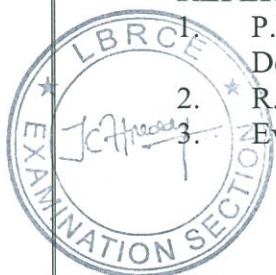
Relevant case study discussions in all units

TEXT BOOK

1. Bester Field: "*Total Quality Management*", Pearson Education, New Delhi, 2006.
2. B.Janakiraman, R.K.Gopal: "*Total Quality Management: Text and Cases*", PHI Learning, New Delhi.

REFERENCES

1. P.L.Jain: "*Quality Control and Total Quality Management*", Tata McGraw Hill, New Delhi, 2006.
2. R.Kesavan: "*Total Quality Management*", I.K.International Publication.
3. Evans R.James, "*Total Quality Management organization and strategy*", 4th Edition.



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MBA303 - BUSINESS LAWS AND CORPORATE GOVERNANCE

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

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

UNIT - II

Contract of Agency: Meaning and Nature of Agency – Kinds of Agents – Creation of Agency – Duties and Rights of Principal – Duties and Rights of Agents, Principal's Liability for the Acts of the Agent – Personal Liability of Agent – Termination of Agency;
Indian Partnership Act, 1932: Meaning and Essentials of Partnership – Registration – Types of Partnership – Duties and Rights of Partners – Dissolution of Partnership

UNIT - III

Company Act, 1956: Nature and Types of Companies – Formation – Memorandum of Association – Articles of Association – Prospectus – Kinds of Shares – Appointment, Rights & Duties of Directors – Winding up.

UNIT - IV

Corporate Governance: An overview – Theory and Practice of Governance – Indian model of Governance – Good Corporate Governance – Land marks in emergence of Governance: OECD Principles – Sarbanes-Oxley Act 2002 – SEBI's Initiatives – Various Committee Reports on Corporate Governance.

UNIT - V

Agents and Institutions in Corporate Governance: Rights and Privileges of Shareholders – Investors' Problems – Other stakeholders – Board of Directors – Role of Auditors – Duties and responsibilities of Auditors – Business Ethics and Corporate Social Responsibility: Nature and Goals of Business Ethics – Management and Ethics – Business Ethics and Law – Ethics relating to HRM, Marketing and Financial Management; Corporate Social Responsibility – Environmental Concern.

Relevant case study discussions in all units



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TEXT BOOKS

1. S.N.Maheshwari, S.K.Maheshwari, A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
2. Bob Tricker, Corporate Governance, Oxford University Press, New Delhi, 2010.
3. N.D. Kapoor, Essentials of Mercantile law, Sulthan Chand Publications .

REFERENCES

1. S.S.Gulshan, G.K.Kapoor: Business Law Including Company Law, New-Age Publishers, New Delhi, 2008.
2. Satish B, Mathur: Business Law, Tata McGraw Hill, New Delhi, 2010.
3. Subash Chandra Das: Corporate Governance in India, PHI Learning, New Delhi 2009.
4. S.K Mandal: Ethics in Business and Corporate Governance, TMH, New Delhi, 2010.
(5th unit syllabus is covered in this book)



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MBA3F01 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Investments: The investment environment: Concept Objectives, Factors, Alternatives, Process, Investment Vs Speculation, classification and functions of financial markets and financial instruments. Securities Market: Primary, Secondary, Indices, Listing Process. Exchanges, Depositories, Clearing House. Securities trading – types of orders, margin trading, Regularity systems for equity markets.

Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management.

UNIT - II

Equilibrium in Capital Market: The Capital Asset Pricing Model, Arbitrage Pricing theory, Market Efficiency. - Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.

Equity Valuation Model: Dividend discount models, intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA).

UNIT - III

Security Analysis: Fundamental analysis: Economy, Industry and Company Analysis (EIC). Technical Analysis: Dow theory, Elloit Wave theory, Moving Averages, Breadth of the market, ROC, RSI, Price Charts, Resistance and Supports, Random Walk Theory.

UNIT - IV

Portfolio Analysis & Selection: Diversification, the Sharpe Index Model, Portfolio Beta Generating the Efficient Frontier. Markowitz Risk return Optimization, Sharpe optimization model

Portfolio Revision: Portfolio Rebalancing, Portfolio Upgrading, Investment Timing, Formula Plans: Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan,

UNIT - V

Mutual Funds: Objectives of Mutual Funds, Organization and Management of Mutual Funds, Types of Mutual Funds, Pros and Cons of Mutual Funds. Performance evaluation of mutual funds, performance measurement: Sharp's Model. Teyrnor's Model, Jensen's Model.

Relevant case study discussions in all units



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TEXT BOOK

1. Security Analysis and Portfolio Management. 6th e Fischer, Donald E / Jordan, Ronald J. PrenticeHall, India
2. Security Analysis and Portfolio Management. Punithavaty Pandian Vikas Publications

REFERENCES

1. Investment Analysis and Management, 6th e Sharpe et al. Prentice Hall India 1998
2. Stock Exchange and Investments Raghunathan, V. Tata McGrawHill
3. Essentials of Investments, 3 rd e Bodie, Zvi et al. Irwin/McGrawHill
4. Investment Analysis and Portfolio Management by Prasanna Chandra, McGrawHill



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MBA3F02 - FINANCIAL INSTITUTIONS AND SERVICES

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Indian Financial System - Financial Markets and Types -Financial Institutions in India -The financial system and its technology; The factors affecting the stability of the financial system; Development financial system in India and Financial Innovation.

UNIT - II

The banking Institutions: RBI-Central Banking- Commercial banks - the public and the private sectors - structure and comparative performance. The problems of competition-interest rates, spreads, and NPAs. Bank capital - adequacy norms and capital market support.

UNIT - III

The Non-banking financial institutions: Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market.

UNIT - IV

Financial services: Asset/fund based Financial services - lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

UNIT - V

Merchant Banking Services: Role and Functions of Merchant Banking Issue. Market and Other Services Corporate Advisory Services Market Making Process SEBI guidelines on Merchant Banking. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

Relevant case study discussions in all units**TEXT BOOK**

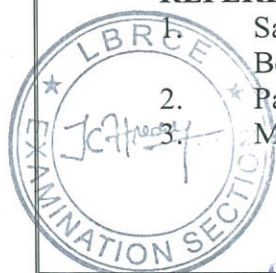
M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi, 2004.

REFERENCES

1. Sames L .Hackett, managing in the Service Economy, Harvard Business School Press, Boston, 2001.

2. Pathak : Indian Financial Systems Pearson Education

3. M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi, 2004



MBA3H01 - PERFORMANCE MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Performance Management: Definition – Prerequisites – Objectives – Principles – Determinants of job performance – Elements of effective performance management – Challenges to Performance Management - Talent management.

UNIT - II

Performance Management System: Introduction – It's Elements – Objectives and Functions – Characteristics – Competency based PMS – Electronic Performance Management.

UNIT - III

Performance Counselling: Concept, Principles – Performance Counselling for Higher Job Performance – Performance Counselling Skills – Performance Management Process;
Performance Planning: Meaning & Definition – Objectives & Importance- Theories of Goal Setting – Process – Barriers.

UNIT - IV

Performance Managing: Meaning, Objectives & Importance – Process; Methods of Performance Appraisal; **Performance Monitoring:** Meaning, & Importance, Process – Mentoring.

UNIT - V

Performance Management Implementation: Bottlenecks – Strategies for Effective Implementation – Change through Performance Management – **High Performance Teams:** Concept & Characteristics – Building & Leading high performance teams – **Performance Management Linked Reward Systems:** Introduction - Objectives & Components.

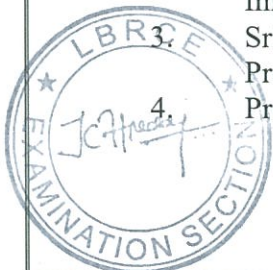
Relevant case study discussions in all units

TEXT BOOK

A.S. Kohli & T. Deb, Performance Management, 2nd Impression, Oxford University Press, New Delhi, 2009.

REFERENCES

1. A.M.Sharma, Performance Management Systems, Himalaya Publishing House, 2010.
2. Michael Armstrong & Angela Baron, Performance Management (A Strategic And Approach Integrated Approach to Achieve Success), Jaico Publishing House, 1st Impression, Mumbai, 2006.
- Srinivas R. Kandula, Performance Management – (Strategies, Interventions, Drivers), Prentice-Hall of India, New Delhi, 2007.
- Prem Chadha, Performance Management, Macmillan India, New Delhi, 2008.



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MBA3H02 - MANAGEMENT OF INDUSTRIAL RELATIONS

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Industrial Relations Management – Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences.

Economic, Social and Political environments- Employment Structure –Social Partnership- Wider approaches to industrial relations- Labour Market.

UNIT - II

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

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario - Collective bargaining concepts & Characteristics –Promoting peace.

UNIT - III

Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India – Minimum wages act – Payment of Wages Act – Payment of Bonus Act.

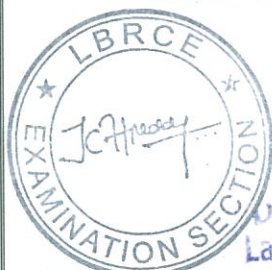
UNIT - IV

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

UNIT - V

Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

Relevant Case Study discussion in all units



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TEXT BOOKS

1. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation Pearson Education, New Delhi, 2009

REFERENCES

1. B.D.Singh: Industrial Relations, Excel Books, New Delhi, 2009
2. C.S Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
3. Arun Monappa: Industrial Relations, TMH, New Delhi. 2009
4. Ratna Sen: Industrial Relations, MacMillon Publishers, New Delhi, 2010



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MBA3M01 - SERVICES MARKETING AND RETAIL MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Services marketing conceptual issues: Understanding services - Role of services – service characteristics- Role of buyers- Types of services–Factors responsible for growth of service sectors- Difference between goods and services

UNIT - II

Services and marketing strategies : Travel and tourism services – transportation & logistics – financial services – IT & communication – media services – Health care services – professional services – Education and extension services – Public services-Services and tangibility, services and price, promotion strategies, distribution strategies of services & extended services.

UNIT - III

Managing people in Service Industry: Introduction- Challenging of managing people in a Service firm – Relevance of people management issues – Service Industry and culture- Creating right service culture

UNIT - IV

Retailing Management: Introduction – types of retailers – organized Vs unorganized retailing multi-channel retailing –issues –shopping experience – evolution –capabilities needed for multichannel retailing –Retail channels for interacting with customers

UNIT - V

Retail market strategies- Definition – Building sustainable competitive advantage – Growth strategies – market penetration – Retail format development - Retail location – Strategic Retail planning process

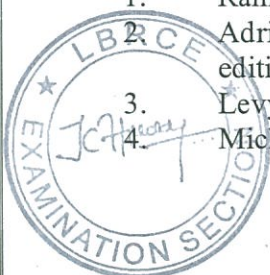
Relevant case study discussions in all units

TEXT BOOKS

1. Vinnie Jiwahari & Kirti Dutta – Services – Oxford press
2. Gilbert : Retail marketing management , Pearson Education

REFERENCES

1. Ram mohan rao-Marketing of services-Pearson
2. Adrian payne, the essence of services marketing, Prentice-hall of India P Ltd- Latest edition
3. Levy & witz, Retailing management , TMH, newdelhi – Latest edition
4. Michael levy, Barton A weitz , Ajay pandit- Retailing management –TMH, new delhi



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MBA3M02 - ADVERTISING AND BRAND MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Role of Integrated Marketing Communication in the Marketing Programme; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Planning and Strategy, Creative Strategy Development and Implementation.

UNIT - II

Role of Advertising in marketing mix : Elements of marketing mix- Advertising and product – Advertising and Price – Advertising and place – Advertising and promotion

UNIT - III

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising.

UNIT - IV

Brand-concept: Nature and Importance of Brand; Brand vs. Generics, BrandName and Brand Management; Brand Identity: Conceiving, Planning and Executing, Brand Loyalty, Brand Equity: Concepts and Measures of BrandEquity-Cost, Price and Consumer Based Methods; Brand Personality:Definition of Brand Personality, Measures of Personality, Brand Image Vs Brand Personality.

UNIT - V

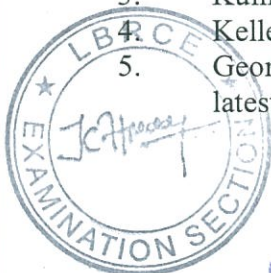
Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management;

Relevant case study discussions in all units**TEXT BOOKS**

1. Ruchi gupta, S.Chand publications- Advertising Principles and Practices
2. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.

REFERENCES

1. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5th Edition, Pearson Education.
2. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.
3. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
4. Keller K. L. (2003), Strategic Brand Management, 2nd Edition, Pearson Education.
5. George E Belch & Michael A Belch, Keyur purani -Advertising and promotion – latest edition – TMH, N Delhi.



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 Mylavaram-521230.. Krishna

MBA3S01 - DATABASE MANAGEMENT SYSTEMS

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Database Environment: Traditional File Processing Systems, Database Approach costs and Risks of the Database approach Range Database Applications Components of the Database Environment Evolution of Database Systems. Database Development Process Database Development within Information systems Development Database Development Process Managing the people involved in Database Development Three tiered Database

UNIT - II

Modeling Data in the Organization: Modeling the Rules of the organization ER Model Entity Relationship Model Constructs Relationships. Logical Database Design and the Relational Model: Relational Data Model Integrity Constraints Transforming EER Diagrams into Relations Introduction to Normalization Basic Normal Forms Merging Relations Final Step for defining Relational Keys.

UNIT - III

SQL: History of SQL Role of SQL in a Database Architecture SQL Environment database in SQL Inserting Updating and Deleting Data Internal Schema in RDBMS Processing Single Tables. Advanced SQL: Processing Multiple Tables Ensuring transaction Integrity Data dictionary Facilities SQL99 Enhancement and Extensions to SQL, Triggers and Routines Embedded SQL and Dynamic SQL .

UNIT - IV

Physical Database Design and Performance: Physical Database Design Process Designing Fields Designing Physical Records and normalization Designing Physical Files Using and Selecting Index

UNIT - V**Transaction Processing Concepts:**

Introduction to Transaction Processing Transaction and Systems Concepts Desirable Practices of Transaction Schedules and Recoverability Serializability of Schedules.

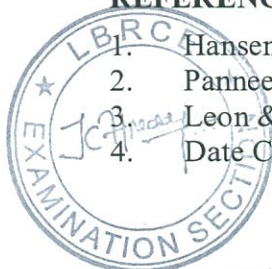
Concurrency Control Techniques: Locking Techniques for Concurrency Control Concurrency Control based on Timestamp Ordering Multisession Concurrency Control Techniques Validation Concurrency Control Techniques Granularity of Data items and Multiple Granularity locking Using Locks for Concurrency Control Indexes.

Relevant case study discussions in all units**TEXT BOOK**

1. Elmasri & Navathe: Fundamentals of Database Systems, 2 nd Edition, Pearson Education.

REFERENCES

1. Hansen & Hansen Database Management and Design, Prentice Hall of India
2. Panneer Selvam, Data Management System, Prentice Hall of India
3. Leon & Leon Database Management Systems, Prentice Hall of India
4. Date C.J. An Introduction to Database Systems, Addison Willey.



MBA3S02 - E-COMMERCE

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

E – Commerce Technology - Overview of technologies relevant to electronic commerce
Understanding basic internet technology through its protocol

UNIT - II

E – Commerce web application design and development- User interface design, Contextual design, Understand object oriented programming, Demonstrate java programs and applets. Introduction to java servlets, JSP and JDBC. Understand core technologies such as request/response protocols like (HTML, HTTP)

UNIT - III

E- Commerce Systems design Overview of object oriented design with UML, Multi- Tier architectures, Management concepts like software specifications and design, planning, management.

UNIT - IV

E- Payments and computer security - Introduction to E-Payments, Different E- Payment technologies, Principles of digital cryptography and public key , cryptosystems, Cryptographic standards, Digital signature certifications, Secure communications.

UNIT - V

Mobile E-Commerce - Introduction to M Commerce, Context and trends : the forces behind M commerce, Overview of basic model communication principles, Introduction to WAP 2.0 protocol.

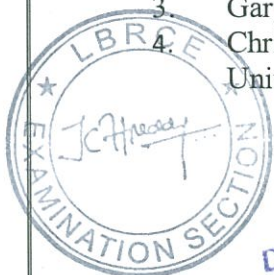
Relevant case study discussions in all units

TEXT BOOK

1. Samantha Shurety. "E-Business with Net. Commerce". Pearson Publication 2000

REFERENCES

1. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2009.
2. P.T.Joseph: E-Commerce, PHI Learning, New Delhi 2009
3. Gary P Schneider: E Commerce, Cengage Learning, New Delhi,2009.
4. Christopher Westland J, Theodore H K Clark: "Global Electronic Commerce", Universitites Press, Hyderabad, 2009.



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IV SEMESTER



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Mylavaram - 521 230., Krishna Dt

MBA401 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Supply Chain Management: Concept, Objectives, Scope and Functions of Supply Chain; Process view of a Supply Chain; Impact of Supply Chain Flows.

Supply Chain Drivers: Facilities, Inventory, Transportation, Information, Sourcing, Pricing; Obstacles to Achieve Strategic fit; Role of Aggregate Planning in Supply Chain, Methods and Managing Supply and Demand.

Supply Chain Performance: Competitive Advantage and Supply Chain Strategies, Achieving Strategic fit.

UNIT - II

Logistics Management: Introduction, Difference between Logistics and Supply Chain; Inbound, Inter and Outbound Logistics; Integrated Logistics Management; 3PL, 4PL, Intermodal and Reverse Logistics.

Supply Chain Customer Service: The Marketing and Logistics interface, Customer Service and Customer Retention, Service-Driven Logistics System, Setting customer Service Priorities and Service Standards.

UNIT - III

Supply Chain Relationship: Bench marking - Objectives, Bench marking Cycle, Process and types, Setting Bench marking Priorities.

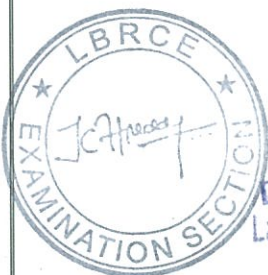
Sourcing in Supply Chain: Role of Sourcing in Supply Chain Management, Supplier Scoring and Assessment; Supplier Selection and Controlling; The Procurement process, Sourcing Planning and Analysis; Global Sourcing.

Pricing and Revenue in Supply Chain: The role of Revenue Management in Supply Chain.

UNIT - IV

Network design in Supply Chain: The role of distribution in the Supply Chain Management, factors influencing distribution network design; Transportation Fundamentals: The role of Transportation in Supply Chain, Factors influencing Transportation Decisions, Modes of transportation, Transportation documentation.

Coordination in Supply Chain: Introduction, Lack of Supply Chain Coordination and the Bullwhip effect, Impact of Lack of Coordination, Obstacles to Coordination in Supply Chain, Managerial levers to achieve Coordination.



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UNIT - V

IT in Supply Chain: The role of IT in the Supply Chain, The Supply Chain IT framework; CRM, Internal SCM, SRM; The future of IT in Supply Chain, Supply Chain IT in Practice.

Global Logistics and Global Supply Chain: Logistics in Global Economy, Change in Global Logistics, Global Supply Chain business process; Global Strategy; Global Purchasing, Global SCM.

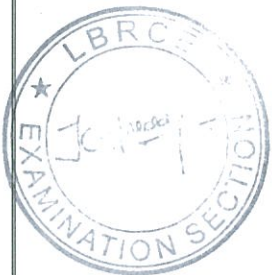
Relevant case study discussions in all units

TEXT BOOK

1. K.Sridhara butt, "*Logistics and Supply Chain management*", Himalaya Publishers, New Delhi, 2009

REFERENCES

- 1 Sunil Chopra and Peter Meindl, "*Supply Chain Management: Strategy, Planning & Operations*", Pearson Education, New Delhi, 2004.
- 2 Donald J Bowerfox and David J Closs, "*Logistics Management: The integrated Supply Chain Process*", TMH, 2003.
- 3 D.K.Agarwal, "*Logistics and Supply Chain management*", Mc millan Publishers, 201
4. B.Rajasekhar, Acharyulu, "*Logistics and Supply Chain management*", Excel Books, New Delhi, 2009.



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MBA402 - ENTREPRENEURSHIP

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Entrepreneurship- Introduction, nature concept, entrepreneurship and economic development, characteristics of /entrepreneurs, evolution of entrepreneurship, approaches, process, environment for entrepreneurship.

UNIT - II

Forms / Types of Entrepreneurship: Small Business, Importance in Indian Context, Types of Ownership: Sole trading, Partnership, Joint stock company; Features of Various types of businesses; Corporate Entrepreneurship; State enterprises in India.

UNIT - III

Establishing entrepreneurship Aspects of Promotion: Establishment entrepreneurship Opportunity Analysis, SWOT Analysis; Technological Competitiveness; Entrepreneurs legal and regulatory systems; Patents and trademarks, IPR's.

UNIT - IV

Entrepreneurial Strategy: generation of new entry Opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, Environmental instability and first-Mover disadvantages, Risk reduction strategies, Market scope strategy, imitation strategies and Managing Newness.

UNIT - V

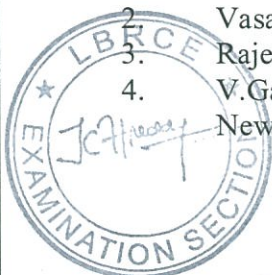
Entrepreneurship Development: Role of Government in entrepreneurship, Need for EDP's, Objectives, Course contents and curriculum of EDP's, Phases of EDP's, Evaluation of EDP's
Relevant case study discussions in all units

TEXT BOOK

P.Narayana Reddy: Entrepreneurship. Cengage learning, New Delhi,2010

REFERENCES

1. Hisrich : Entrepreneurship, TMH,New Delhi, 2009
2. Vasantha Desai Entrepreneurship, TMH,New Delhi, 2009
3. Rajeev Roy: Entrepreneurship, Oxford University Press, New Delhi,2010
4. V.Gangadhar, Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi, 2007.



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MBA4F01 - INTERNATIONAL FINANCIAL MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

International Financial Management: Introduction, Dimensions, Goals – Globalisation of world economy- recent trends. Theories of International business, International Business Methods. International Flow of Funds Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP. Economic and Monetary Union (EMU).

UNIT - II

Foreign Exchange Market :Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. Overview of markets - Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT - III

Exchange Rates Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.

UNIT - IV

Long term Asset - Liability Management Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans.

UNIT - V

Short-term Asset-Liability Management International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India.

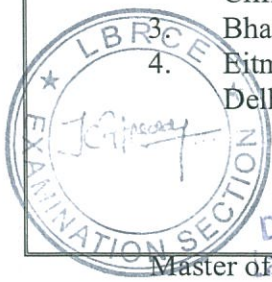
Relevant case study discussions in all units

TEXT BOOKS

1. Apte, P G., International Financial Management, Tata McGraw Hill, New Delhi.
2. Jeff Madhura, International Financial Management, Thomsons – South Western 2008

REFERENCES

1. Madhuvij, International Financial Management, Excel Books, New Delhi.
2. Abdullah, F. A., Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey.
3. Bhalla V.K. International Financial Management, Anmol Publications, New Delhi.
4. Eitman.Stone Hills, Moffett, Multinational Business Finance, Addition Wesley, New Delhi.



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MBA4F02 - FINANCIAL RISK MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to Risk Management: Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

Corporate Risk Management: Total risk and Expected cash flows, Evolution of risk management. Approaches to risk management, Risk Management process, Risk management guidelines, and Risk management in practice, Costs due to Risk.

UNIT - II

Introduction to Derivatives: Historical perspective, Types of Derivatives & Features, Derivatives Trading in India, Exchanges, the Mechanics of derivative Markets, the role of clearinghouses, Participants of Derivatives market and trading techniques. Concept of Credit Derivatives

Hedging Tools: Forwards, Futures, Options, Swaps and Hybrids

UNIT - III

Futures: The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Pricing Models, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management.

UNIT - IV

Options: Overview, Generic options, factors affecting option prices, Types of options; Interest rate options, Currency options and Trading strategies, Option pricing models, Options on futures contracts and; Elementary Investment strategies, Complex Investment Strategies, Covered Call Writing, Protective Put, Straddles and Strangles, Spreads, Evaluation of Option Based Investment Strategies, Risk Associated with Options, Options Sensitivities.

UNIT - V

Swaps: Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps, Motivations underlying swaps; other types of swaps: Commodity Swaps and Equity Swaps, Mechanics of swap transactions, Application and Limitations of swaps.

Relevant case study discussions in all units

TEXT BOOK

1. Introduction to Futures & Options Hull, John C. Prentice Hall
2. Commodity and Financial derivatives, S.Kevin, PHI

REFERENCES

1. Options and Futures Dubufsky, David A. McGrawHill
2. Futures and Options Edwards, Franklin R / M, Cindy W. McGrawHill
3. Financial Derivatives Redhed, Keith. Prentice Hall India


HEAD

MBA4H01 - STRATEGIC HUMAN RESOURCE MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

SHRM: An Introduction – SHRM: Definition and Components – Human Resources as Assets: The VRIO Framework, The Investment Perspective of Human Resources, Risks involved in Investing, Factors determining the investment orientation of an organization

UNIT - II

Evolution of SHRM: Shift from HRM to SHRM, Objectives of SHRM, Differences between HRM and SHRM, Link between HR strategy and Business strategy – Strategic Fit: A Conceptual Framework – Different Approaches to SHRM: Best Fit Approach, Configuration Approach – Best Practice Approach – HR Practices Life Cycle.

UNIT - III

Theoretical Perspectives of SHRM – SHRM in Indian context – Indian versus Western Approaches – Alternative HR Strategies - Compensation system in the globalised environment.

UNIT - IV

HR Environment: Environment Trends and HR challenges – HRM: A changing function – HR Evaluation: Definition and overview – Contemporary Approaches to HR Evaluation: Balanced Score Card, HR Score Card, Bench Marking, Business Excellence Model (BEM) – Workforce Diversity.

UNIT - V

Significance of Training and Development – Special forms of Training and Development, New Developments in Training and Development – Career Management: An SHRM Approach – Work-life balance – Work-life Integration – Work-life Initiatives and their benefits – Strategic Approach to Work-life Integration.

Relevant case study discussions in all units

TEXT BOOK

1. Tanuja Agarwala, Strategic Human Resource Management, 7th Impression, Oxford University Press, New Delhi, 2009.

REFERENCES

1. Charles R. Greer, Strategic Human Resource Management – A General Managerial Approach, 2nd Edition, 7th Impression, Pearson Education, New Delhi, 2009.
2. Kesho Prasad, Strategic Human Resource Management – Text and Cases, McMillan, 2005.
3. Rajeesh Viswanathan, Strategic Human Resource Management, 1st Edition, Himalaya Publishing House, Mumbai, 2010.
4. Jeffrey A. Mello, Strategic HRM, Thomas Learning, New Delhi, 2002.



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MBA4H02 - MANAGEMENT OF CHANGE

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Understanding Change: Nature of Change - Managing Change - Forces of Change: External – Internal; Types of Change – Models of Organisational Change: Lewin’s Model – Planning Model – Action Research Model – Integrative Model

UNIT - II

Managing Change: The Current Status – Designing the New Status – Impact Analysis – Transformation Planning: Structural Considerations – Management Processes – Managing HR – Culture Management – Information Technology; Creating the Support Systems: Management Support - Employee Support – Administrative Systems & Procedures; Sustaining the Momentum.

UNIT - III

Strategic Leverages to Change – Changing Trends in Work Environment – Organisational Restructuring – Reorganizing Work: Outsourcing – Insourcing - Vertical Integration – Horizontal Integration , Process Oriented Strategies: Benchmarking – Value Management – Business Reengineering; Competitor & Customer Oriented Strategies: Positioning of the Company – Customer Focus.

UNIT - IV

Organizational Culture & Change: Corporate Culture – Dealing with Change – Identifying & Diagnosing Organisational Culture - Developing New Culture – Assessing Cultural Risk

UNIT - V

Managing Change through People: Dealing with Individuals: The Three ‘R’s of Management: Reason Management – Relationship Management – Results Management – Dealing with Groups – Sensitivity Training – Team Building – Self Managed Work Teams(SMT’s) – Team Based Compensation – Overcoming Organisational Resistance to Change.

Relevant case study discussions in all units

TEXT BOOK

Harigopal.K, Management of Organisational Change – Leveraging Transformation, 2nd Edition, Response Books, 2006.

REFERENCES

1. Somnath Chatopadhyaya and Udai Pareek, *Managing Organizational Change*, Oxford & IBH, New Delhi, 1982.
2. Nilanjan Sengupta: *Managing Changing Organizations*, PHI Learning, New Delhi, 2009.
3. Adrian Thornhill: *Managing Change*, Pearson Education, New Delhi, 2008.
4. Radha R Sharma: *Change Management*, TMH, New Delhi, 2008.



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MBA4M01 - CONSUMER BEHAVIOUR

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction: An overview –Introduction, need for understanding consumer behavior, consumer insights:live examples,diversity in Indian markets,changing pattern of Indian consumer behavior,factors influencing consumer behavior,microfactors influencing consumer behavior,understanding the buying decision process.Industrial consumer behavior

UNIT - II

Factors influencing consumer behaviour:Effect of personal factors,Influence of reference groups,culture and western influence on consumer behavior.

UNIT - III

Consumer as an Individual:consumer motivation,perception,beliefs and attitudes, learning experience,personality and self image.

UNIT - IV

The Consumer decision making process: The decision making process,Impulse buying decision,decision making criteria,factors influencing decision making,purchase decisions, Nicosia model,The howard sheth model,Engel-kollat-blackwell -sheth-newman gross model.

UNIT - V

Contemporary issues in consumer behavior:Demographic picture of the Indian market,Drivers of change,consumer trends,significance of rural markets,rural consumer behavior,new consumption patterns,products-category wise:new behavioural patterns.

Relevant case study discussions in all units

TEXT BOOK

1. Consumer Behavior-Insights from Indian market. Ramanuj Majumdar PHI .

REFERENCES

1. Schiffman LG and Kanuk, LL - consumer behavior - Pearson Education –latest edition
2. Hawkins . Best , coney – Consumer Behavior – TMH , New delhi
3. Roger D Black well et al, Consumer Behavior , 9/e, Thomson , New Delhi
4. Henry Assael, consumer Behavior, 6/e, Thomson



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Mylavaram - 517330

MBA4M02 - CUSTOMER RELATIONSHIP MANAGEMENT

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Introduction to CRM : CRM as a business strategy - Elements of CRM - CRM Processes and systems - Entrance, applications and success of CRM –

UNIT - II

Strategy and Organisation of CRM - Description of customer-supplier relationships –The dynamic in relationships - Communities - CRM as an integral business strategy- The nature & context of CRM strategy - The results of a successful CRM strategy

UNIT - III

Customer Relationship Management : Emerging trends and perspectives – Cost benefit analysis- Customer value – Customer life time value – Customer profitability- Customer centric organizational structure

UNIT - IV

The individualized customer proposition - Customization – Customer satisfaction -The relationship policy -Loyalty programs – Improvement of the size and quality of the customer database

UNIT – V

Customer Retention and customer experience management: Introduction- changing roles of CRM – Customer retention management – Customer recall management – Customer experience management –Cross Selling

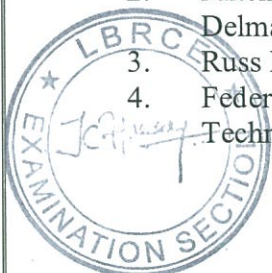
Relevant case study discussions in all units

TEXT BOOK

1. CRM Concepts and cases – Alok kumar Roy- Prentice Hall India
2. CRM –Jagdish sheth -Customer Relationship Management : A Strategic Perspective- Macmillan India Ltd. 2005

REFERENCES

1. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox – CustomerRelationship Management: Perspectives from the market place – Elsevier 2002.
2. Mitch Schneider – Total Customer Relationship Management – Thomson DelmarLearning 2002.
3. Russ Lombardo – CRM for the Common Man – PEAK Sale Consulting 2003
4. Federico Rajola – Customer Relationship Management: Organizational; and Technological Perspectives – Springer 2003



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MBA4S01 - DATA WAREHOUSING AND DATA MINING

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

Data warehousing Introduction: What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.

The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization.

UNIT - II

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.

UNIT - III

Managing Data: Individual Data Management, Organisational Data Management, Components of Organisational Memory, Evaluation of Database Technology.

File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

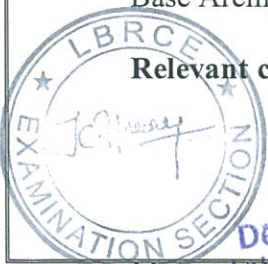
UNIT - IV

Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLC).

UNIT - V

Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture.

Relevant case study discussions in all units



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TEXT BOOK

George M Markas: Modern Data Ware Housing, Mining and Visualization, Pearson Education, New Delhi, 2009

REFERENCES

1. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
2. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, TataMcGraw- Hill, New Delhi, 2003.
3. Reema Thareja: Data Ware Housing, Oxford University Press, New Delhi, 2009.
4. Bharat Bushan Agarwal: Data Mining and Data Ware Housing, University Science Press, New Delhi, 2009
5. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI – 2000 New Delhi.



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Dept. of Business Administration
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Mylavaram - 521 230., Krishna Dt

MBA4S02 - DECISION SUPPORT SYSTEMS

Lecture	:	4 Periods / Week	Internal Marks	:	40
Tutorial	:		External Marks	:	60
Credits	:	3	External Examination	:	3 hrs.

UNIT - I

M.I.S and its Role In Organizations Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

UNIT - II

Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS

Non-Optimizing Models of DSS: Simulation Techniques and Monte- Carlo Methods

UNIT - III

Application of DSS: Some Functional Areas of Management like Finance, Marketing, Production Planning and Control Etc: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices

UNIT - IV

Introduction to Artificial Intelligence (AI): An Overview of AI– AI Technologies in Business, Domains in AI, Neural networks

UNIT - V

Fuzzy logic systems in Business: Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems

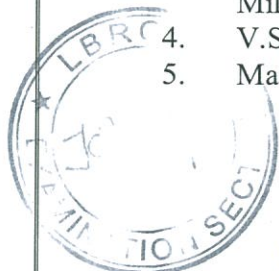
Relevant case study discussions in all units

TEXT BOOK

1. George M..Marakas: “Decision Support Systems in the 21st Century”, 2/e,Pearson Education, New Delhi, 2008.

REFERENCES

1. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
2. Leod, Raymond Me JR, Management Information Systems, Mc Milan Publishing Company, New York, 1993.
3. Turban, Efrain Decision Support and Expert Systems – Management Perspective – Mc Milan Publishing Company, New York, 1988.
4. V.S. Janaki Raman: Decision Support System, PHI Learning, New Delhi,2009
5. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi, 2002.



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