MASTER OF BUSINESS ADMINISTRATION (M.B.A)
(Affiliated Colleges)
REVISED REGULATIONS
(For Regular Students Studying in Affiliated Colleges / Institutes of S.V.University, Tirupati)
(To come into effect from the academic year 2009-10)

1. GENERAL INFORMATION

(i) Program – Course
- The program consists of a number of courses
- A course is a paper of the program
- A course may involve, Lectures / tutorials / Lab work / Seminar / Case Studies / Group discussion / Role playing / project / practical training
- A course length is usually 15 lecture weeks
- Each course is given a code

(ii) Classification of courses:
The various courses offered to students are of two types:

(a) Core Course:
Core courses are those, knowledge of which is essential for students registered. These courses are mandatory.

(b) Elective Courses:
An elective allows students to gain knowledge in areas where the concerned subject has applications.

(iii) Semesters:
An academic year is constituted into two semesters.
- Odd semesters are conducted from August to December, with fifteen lecture weeks.
- Even semesters are conducted from January to April with fifteen lecture weeks.
- No preparatory holidays for semester-end examinations. Next semester starts immediately after the end of previous semester end examinations. Semester-end examinations are conducted every working day without gap between two examinations.

2. Eligibility for admission into Two Year Degree of Master of Business Administration (M.B.A)
The candidates seeking admission into the MBA Programme should have Passed the Bachelor Degree Examination of a minimum of Three Years duration of this University or an examination recognized by this University as equivalent thereto and besides to have passed in the prescribed entrance examination, and fulfil any other conditions as in vogue for admission into the M.B.A Degree programme.
3. For passing the MBA Degree examination, the candidate has to fulfill the conditions
Prescribed hereunder:

a) The candidate has to undergo a course of study in the affiliated College/institutes Extending over a period of two academic years, each academic year consisting of two semesters.

b) The First Year comprises of two semesters and each semester contains eight common courses. The Second Year also has two semesters and each semester contains five common courses and three electives. Details of course structure and evaluation, are given in Annexure – I

c) At the end of fourth semester a comprehensive viva-voce examination will be conducted on the courses covered in MBA programme by a panel of examiners. The panel consists of a minimum of one internal examiner from the Department of Management Studies, Sri Venkateswara University and one external examiner. The Viva-Voce examination carries a maximum of 100 marks. In case of failure of the candidate in the Viva-voce examination, he/she has to reappear along with the regular candidates when the Viva-voce examination is held for the concerned semester.

d) As a part of second semester-end examinations there shall be Communication and Computer Lab examination covering the courses on communication and computers. The examination shall be conducted by a panel of examiners, consisting of at least two faculty, a faculty drawn from the Dept. of Management Studies of the University and an external faculty. This lab examination carries a maximum of 100 Marks. In case of failure of the candidate in the lab examination, he/she shall appear for the computer lab examination along with the regular candidates when the lab examination is conducted.

4. Industrial Training and Project Work:

(i) Each student must undergo internship in any one of the reputed corporate industrial establishments for a period, not less than eight weeks but not more than 10 weeks in between II and III semesters.

(ii) Each candidate shall do the project work under the supervision of a facultyguide allotted to him/her. In the corporation where the candidate undertakes project work, he/she must have a supervising guide to look after the progress of his/her work in the company. He/she must maintain a diary during his/her stay in the company which will be submitted to the Head of the Department.
(iii) The candidate must give joining report in the organization by producing a letter issued by the Head of the Department. On completion of the training, the candidate must get relieving certificate and a certificate for bonafide work, which are to be submitted to the Head of the Department.

(iv) The internship envisages submission of dissertation (Code No. 304 of III semester) which carries a maximum of 100 marks including 30 marks for sessionals. The dissertation shall be valued for 70 marks by an internal examiner and an external examiner separately. During the III semester, the candidate has to present one seminar on his/her topic for evaluation by the faculty.

5. Medium of instruction in English Only.

6. Scheme of Examination:

There shall be four semester-end examinations spread over two academic years. Each course carries a maximum of 100 marks including 30 marks for sessionals. Duration of the semester-end examination is 3 hours for each paper of 70 marks and two hours for each paper of 30 marks. The sessional marks will be assigned on the basis of tests, quizzes, seminars, carry home assignments, etc., by the concerned teacher. The Question paper structure for University Examination is given in Annexure – II.

7. Attendance:

7.1 Regular course of study, in a semester, means a minimum average attendance of 75% in all the papers computed by totaling the number of periods of lectures, tutorials, practical and project as the case may be, held in every paper as the denominator and the total number of periods attended by the student in all papers, as the numerator.

7.2 However, a student has to put in a minimum attendance of 50% in each subject, in addition to the condition laid down in clause 7.1.

7.3 No consideration whatsoever in attendance will be shown to any student for late admission due to any reason.

7.4 Condonation of shortage of attendance may be recommended provided a student puts in at least 62.5% attendance, in all the papers put together as calculated in clause 7.1 above, along with a minimum of 50% attendance in each subject as stated in clause 7.2, and provided the Principal is satisfied with the reason for shortage of attendance.

7.5 A student who could not satisfy these requirements of attendance as given in clauses above, in any semester, shall have to repeat that semester.
7.6 A certificate of satisfactory attendance must be submitted by the student from the organization where he/she undertakes Project Work.

7.7 Further, a student is required to complete the course of study satisfying the attendance requirements in all the four Semesters, within a period of first Eight Semesters from the time of admission, failing which he/she shall forfeit his/her seat.

7.8 A student, who has satisfied the minimum attendance requirements in any semester, may repeat that semester after obtaining written permission from the Principal and cancelling the previous record of attendance and sessional marks of that semester. However, this facility may be availed by any student not more than twice during the entire course of study and the entire course of study shall be within the first Eight Semesters as stipulated in clause 7.7.

8. Promotion:

A candidate who has put in the required minimum attendance as stipulated in Clause No.7 and has registered for the semester-end University examination by paying the required examination fee is eligible for promotion to next semester. There shall be no detention of failed candidates or candidates who are absent for the semester-end University examination.

9. Evaluation:

There shall be both Internal and External evaluation for the semester-end examinations, including Project Report.

10. Qualifying Marks for Pass

a) i) A candidate appearing for the first time for the Examinations of any semester, shall register for the examinations of all courses of that Semester. A candidate shall be declared to have passed the whole or a part of the whole examination if he/she secures not less than 40% of marks in each theory paper/practical/project report in Semester-end University Examination and not less than 40% marks in Internal Assessment and Semester-end Examination put together.

ii) To pass, the candidate has to obtain a minimum of 40 marks out of 100 marks in VIVA-VOCE examination/ Communication and Computer Lab examination.

b) A candidate who fails to get pass marks for the Project report should submit the revised report along with the next batch of students.

11. Classification of successful candidates:

The classification will be on the basis of the total marks obtained by the candidate in all the semesters put together and will be classified as follows:

i) A candidate who secures 60% and above of total (aggregate) marks will be placed in FIRST CLASS.

ii) A candidate who secures 50% and above but less than 60% of total (aggregate) marks will be placed in SECOND CLASS.

iii) A candidate who secures 40% of marks or above but less than 50% of total (aggregate) will be placed in THIRD CLASS.
12. Award of Ranks:

Candidates who passed the examinations of all the Four Semesters for the degree at the first appearance in all Four Semesters shall be ranked in order of merit. The candidates who have taken supplementary examinations shall also be eligible for classification but they shall not be considered for the award of rank. Ranks shall be awarded for the top three students or 10% of the total strength of the students appeared for the Four Semester end examinations.

13. Supplementary Examination:

There shall be no supplementary examinations. The failed candidate shall appear again for the examinations along with the regular candidates of next batch as per the syllabus and regulations in vague. The candidates shall complete all the examinations within five years after joining MBA programme. No examination shall be conducted for the candidates after five years.

14. Improvement:

The candidates are permitted to improve their marks/class by taking Semester-end examinations in one or more papers as per the existing regulations and syllabi. Once a candidate had appeared for examinations for improvement of marks/class, the marks/class in the earlier examinations of the respective course(s) shall automatically get cancelled.

Note: The candidates shall be permitted to improve their marks within a period of four years from the date of admission into First Semester.

15. Transitory Provision:

a). For candidates who studied the M.B.A. Degree Course under previous regulations and syllabus, and who could not pass some or all the courses (papers) shall be permitted to take examinations under old regulations and syllabus for three more times after the last regular examinations of the concerned subject (s).

b) Candidates who satisfied the minimum attendance requirements in any semester under Old Regulations, but who are yet to pass some papers even after three chances as stated in 14.(a), shall appear for the equivalent papers under Revised Regulations, as specified by the Chairman of the Board of Studies.

16. The university shall have the right to amend or modify or revise any of the above regulations whenever necessary.

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## Annexure – 1

### Semester – I

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Title of the Paper</th>
<th>Internal Marks</th>
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**ELECTIVES/ SPECIALISATIONS (Any three Elective courses to be chosen)

**Marketing Area:**

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### Semester – IV

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**ELECTIVES / SPECIALISATIONS (Any three Elective courses to be chosen)**

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<td>70</td>
<td>3 Hrs</td>
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### HRM Area:

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Title of the Paper</th>
<th>Internal Marks</th>
<th>Semester End Marks</th>
<th>Exam Duration</th>
<th>Maximum Marks</th>
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<tbody>
<tr>
<td>431</td>
<td>HR Accounting and Audit</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
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<tr>
<td>432</td>
<td>Stress Management</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
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<td>433</td>
<td>Change Management</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
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<td>434</td>
<td>Global Human Resource Management</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
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<td>435</td>
<td>Leadership Development</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
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<td>436</td>
<td>Human Resource Development</td>
<td>30</td>
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## Systems Area:

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<tr>
<td>441</td>
<td>Systems Control and Audit</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
<td>100</td>
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<td>442</td>
<td>Distributed Intelligence</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
<td>100</td>
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<tr>
<td>443</td>
<td>Data Mining and Data Warehousing</td>
<td>30</td>
<td>70</td>
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<td>444</td>
<td>Enterprise Resource Planning</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
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<td>445</td>
<td>Data Communication and Network Analysis</td>
<td>30</td>
<td>70</td>
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<td>446</td>
<td>E- Business</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
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<td>447</td>
<td>Customer Relationship Management</td>
<td>30</td>
<td>70</td>
<td>3 Hrs</td>
<td>100</td>
</tr>
</tbody>
</table>
ANNEXURE – II

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

- Each Course examination (other than courses 108, 208, 305 and 405) shall have a maximum of 70 Marks and the examination shall be of 3 Hrs duration.
- The question paper shall have TWO parts viz. Part-A and Part-B.

PART-A (5X10=50 Marks)
Descriptive Type questions, each question carries 10 Marks.
1. (a) ____________________________ Or ____________________________
   (b) ____________________________
2. (a) ____________________________ Or ____________________________
   (b) ____________________________
3. (a) ____________________________ Or ____________________________
   (b) ____________________________
4. (a) ____________________________ Or ____________________________
   (b) ____________________________
5. (a) ____________________________ Or ____________________________
   (b) ____________________________

PART-B (20 Marks)
Case Analysis

STRUCTURE OF THE QUESTION PAPER FOR COURSES 108, 208, 305 and 405

- Each course examination (Semester end) shall have 30 marks and the examination shall be 2 Hrs duration.
- There shall be three descriptive type questions. All questions carry equal marks.
1. (a) ____________________________ Or ____________________________
   (b) ____________________________
2. (a) ____________________________ Or ____________________________
   (b) ____________________________
3. (a) ____________________________ Or ____________________________
   (b) ____________________________
101 – Management and Organisational Behaviour

UNIT – I

UNIT – II
Introduction to OB – Learning – Personality – Perception – Attribution.

UNIT – III

UNIT – IV
Organisation Culture – Organization change and development – organization structure and organization design.

UNIT – V
Managing stress – Emergence of international management – Interpersonal processes in international context.

References:

1. John L. Pierce: Management and Organisational Behaviour (Cengage)
2. Jit S Chador: Organisation Behaviour (Vikas)
3. Fred Luthans: Organisation Behaviour (McGraw Hill)
6. Hellriegel, Slocum and Woodman: Organisation Behaviour (South Western)
7. Wehrich, Cannice & Koontz: Management (Tata McGraw Hill)
8. Gregory Moorhead and Ricky W. Griffin: Organizational Behavior (Jaico)
9. Robin Fincham and Peter Rhodes: Organizational Behaviour (Oxford)
10. J. Prakash Reddy, Management and: Organizational Behaviour (Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
102 – Management Communication

UNIT – I
Communication – Meaning – Communication cycle – Process – Theories and Models of communication – characteristics of successful communication – Barriers to communication.

UNIT – II
Organisational communication – Principles for effective organisational communication – formal Vs informal communication – vertical and lateral channels – Interpersonal and intrapersonal communication – Communication technology.

UNIT – III
Oral communication – Non verbal communication – Listening – Telephone talks – Feedback – Presentation skills – conducting meeting and conferences.

UNIT – IV

UNIT – V

References:
1. Shirley Taylor: Communication for Business (Pearson)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
103 – Managerial Economics

UNIT – I: INTRODUCTION
The concept, nature and scope of Managerial Economics – Role and Responsibilities of Managerial Economist – The concepts of plant, firm and industry – objectives of the firm.

UNIT – II: Demand analysis
The concept of Demand, Demand Schedule, Demand Curve, Demand Function – Demand Determinants – Law of Demand Price, Income, Cross and Promotional elasticity of demand and their managerial uses – Demand Distinctions – Demand Forecasting; Sources of Data and Methods of Forecasting demand for established and new products or services.

UNIT – III: PRODUCTION, COST AND PROFIT ANALYSIS

UNIT - IV: PRICING DECISIONS

UNIT - V: MACRO ECONOMIC ENVIRONMENT

References:
1. H.Criag Peterson,W.Cris Lewis :Managerial Economics (Pearson)
2. Paul G.Keat and Philit Y.Yound: Managerial Economics (Pearson)
3. D.M.Mithani: Managerial Economics (Himalaya)
4. Suma Damodaran: Managerial Economics (Oxford)
5. D.N. Dwivedi: Managerial Economics (Vikas)
6. P.L.Mehta: Managerial Economics (Sultan Chand)
7. Samuel C. Wabb: Managerial Economics (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
104 – Accounting for Managers

UNIT – I

UNIT – II
Financial statements  Capital and Revenue items – construction of Trading and Profit & Loss Account and Balance sheet – Accounting for intangible assets.

UNIT – III
Elements of cost – Classification of costs – Marginal costing – Activity Based costing.

UNIT – IV
Functional and Activity based budgeting – standard costing and variance analysis.

UNIT – V
Computerization of Accounts: Advantages – Disadvantages – Accounting information system – Use of Tally packages.

References:
4. Rama Chandran. N. and Ram Kumar k: Financial Accounting for Management (McGrah Hill)
5. Ambrish Gupta: Financial Accounting for Management (Pearson)
6. Don R.Hnsan and Maryanne M.Mowen :Management Accounting (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
105 – Data Analysis Methods

UNIT – I
Qualitative and Quantitative data – Cross sectional and Time series Data : Data sources – Presenting data in Tables and Charts – Measures of Central tendency (Mean, Median and Mode) – Measures of Dispersion (Range, mean deviation, Standard deviation, Co-efficient of Variation).

UNIT – II
Probability Distributions: Binomial- Poisson - Normal.

UNIT – III
Correlation - simple Linear Regression - Multiple Regression - Time Series Analysis - Index Numbers.

UNIT – IV
Basics of sampling–Random and Non-Random sampling methods – sample size determination – Test of significance for small and large samples (t-test, Z-test, Chi-square test) - One-way and Two-way Anova

UNIT – V
Non-parametric tests - Sign test, Median test–Signed Rank test - Mann-Whitney test, Kolmogorov Smirnov test, Kruskal Wallis Test.

References:
2. Anderson, Sweeney& Williams: Statistics for Business and Economics (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
106 – Quantitative Techniques

UNIT – I

UNIT – II
Functions and its applications to business, limits of function and continuity, Differentiation, Maxima and Minima, Integration and its applications in managerial decisions.

UNIT – III
Progressions: Arithmetic and Geometric Progressions and their applications, Annuities and Present values.

UNIT – IV
Vectors and Matrices, Geometrical and Physical interpretation of vectors, Multiplication of Matrices, Inverse of Matrix, Rank of a Matrix and Matrix application in Management.

UNIT – V
Introduction to Interpolation and Extrapolation – Assumptions of Interpolation and Extrapolation – Applications of Interpolation and Extrapolation – Methods of Interpolation – the use of Interpolation in Financial Analysis.

References:
1. BSS Murthy, Venkateswara Rao & V.Krishna Murthy: Intermediate Mathematics (Chand )
2. N.Raghava Chari: Mathematics of Management (McGraw Hill)
3. B.S. Grewal: Engineering Mathematics (Khanna Publishers)
4. David R. Anderson: Quantitative Methods for Business (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
107 – Information Technology

UNIT – I

UNIT – II

UNIT – III (WORD)

UNIT – IV (POWER POINT)

UNIT – V (EXCEL)

References:
1. ITL Education: Introduction to Computer Sciences (Pearson)
2. Effy OZ: Management Information Systems (Cengage)
3. Deepak Bharihoke: Fundamentals of Information Technology (Excel)
4. Microsoft Corporation: Microsoft office Resource Kit, (Prentice Hall.)
5. Sanjay Saxena: MS Office 2000 for Everyone (Vikas)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
108 – Personality Development

UNIT-I
Personality- Meaning- Sigmund Freud’s Psycho-analytical theory- Structure- Dynamics and development of Personality

UNIT-II

UNIT-III

References
3. Seema Sanghi: Towards Personal Excellence, Psychometric Tests and Self-improvement Techniques for Managers (Response)
4. Shiv Khera: You Can Win (Macmillan)
5. Stephen R. Covey : The 7 Habits of Highly Effective People (Simon & Schuster)
6. Stephen R. Covey : The 8th Habit (Simon & Schuster)
7. Dale Carnegie : How to Win Friends & Influence People (Pocket Books)
8. Dale Carnegie : How to Stop Worrying and Start Living (Pocket Books)
9. Dharni, P. Sinha : Learning From Life (Excel)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) One question with internal choice from each unit of the syllabus shall be set.
Semester – II
201 – Management Information Systems

UNIT – I
Concepts of systems and organizations – Meaning of MIS – Decision making Process –
Role of MIS in decision making process – Strategic uses of Information Technology.

UNIT – II
Levels of Management and their information requirements – Determining information
requirements of managers - MIS Structure – Approaches to MIS design and
development.

UNIT – III
Transaction Processing System – Office Automation System – Decision Support System,
Expert System. Concepts of Data mining, Data warehousing and OLAP.

UNIT – IV
An outline of Database Management System – Database Models – Distributed Processing
– Computer networks.

UNIT – V
Functional Information systems: Marketing, Manufacturing, Financial and Human
Resource Information systems.

References:
1. Robert Schulthesis and Mary Sumner : Management Information Systems
   (McGraw Hill)
2. Kenneth C. Lauadon and Jane. P. Lauadon : Management Information
   Systems (Pearson)
3. Robert Schulthesis and Mary Sumner : Management Information Systems
   (McGraw Hill)
5. Murthy CSV : Management Information Systems (Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from
each unit of the syllabus shall be set.
(iii) For Part – B of the question paper, the CASE shall be not less than 500 words
UNIT – I

UNIT – II
Concept of HRD – Goals of HRD – Training and Development – Career development –

UNIT – III
Performance Appraisal: Performance dimensions and Measurement tools – Reward
System – Compensation management.

UNIT – IV
Motivating human resources: Motivation Theories – Leadership – Participative
management – Empowerment – Quality circles – Industrial Relations.

UNIT – V
Organization Development – Knowledge management – learning organization –
International HRM – HR Accounting and Audit.

References:
5. P. Subba Rao : Personnel and Human Resource Management (Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from
each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
203 – Marketing Management

UNIT – I

UNIT – II
Consumer Behavior – Factors influencing consumer behavior – Market Segmentation – Customer Relationship management.

UNIT – III

UNIT – IV

UNIT – V
Pricing methods – Marketing Communications - Advertising management – Sales promotion and personnel selling – Marketing information system.

References:
1. V.S. Ramaswamy and S. Ramakumar: Marketing Management (Macmillan)
2. Philip Kotler: Marketing Management (Prentice-Hall)
4. M.J. Kavier: Marketing in the new Millennium (Vikas)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
204 – Financial Management

UNIT – I

UNIT – II

UNIT – III

UNIT – IV

UNIT – V

References:
1. I.M.Pandey : Financial Management (Vikas)
5. Rajiv Srivatsava and Anil Misra: Financial Management (Oxford)
7. Arnold Glen, Kumash Mohan : Corporate Financial Management (Pearson)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
205 – Production Management

UNIT – I
Production management: concepts, productivity, scope of production management, production system – work study – Method study – steps in method study - Time study – different time study techniques

UNIT – II
Plant location – Different location, merits, demerits - Plant layout – Types of layouts – Plant Maintenance – Preventive and breakdown maintenance.

UNIT – III
Production planning and control – Scheduling, Job shop, Flow shop - Line balancing.

UNIT – IV
Materials management – Classification – codification, Inventory models (Determinative models only).

UNIT – V
Quality control – control charts – Acceptance sampling – oc curve.

References:
1. Adam E bert : Production of Operations Management (Prentice Hall)
2. S.N. Chary : Production and Operations Management (McGraw Hill)
3. R. Panneer Selvam : Production and Operations Management (Prentice Hall)
4. Chunnawala and Patel : Production and Operations Management (Himalaya)
5. Kanishka Bedi : Production and Operations Management (Oxford)
6. James R Evans : Operations Management (Cengage)
7. B. Mahadevan : Operations Management (Pearson)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each Unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
206 – Business Environment

UNIT – I

UNIT – II
Non Economic Environment – Political, Legal, Demographic, technological, Natural Environment - Pollution – Trade unions

UNIT – III

UNIT – IV

UNIT – V

References:
1. Francis Cherunilam: Business Environment (Himalaya)
2. Aswathappa: Essentials of Business Environment (Himalaya)
4. Alvin Toffler: Third Wave
7. SK. Misra and Puri V K: Economic Environment of Business (Himalaya)
9. Shakh Saleem: Business Environment (Pearson)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
207 – Operations Research

UNIT – I
Introduction to Operations Research - Linear Programming: Graphical method and simplex method.

UNIT – II
Transportation Problem, Transhipment Problem, Assignment Problem.

UNIT – III
Goal Programming – Business applications – Dynamic Programming

UNIT – IV
Network analysis: PERT/CPM – Project crashing, Time-cost trade-off.

UNIT – V
Queueing model (M/M/I only): concepts, assumptions, business application – Simulation and its applications.

References:
1. R. Panneerselvam: Operations Research (Prentice-Hall)
3. Handy A. Taha: Operations Research (Pearson)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
208 – Interpersonal Skills & Team Building

UNIT – I

UNIT – II

UNIT – III

References:
2. Luthans: Organisation Behaviour (McGraw Hill)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) One question with internal choice from each unit of the syllabus shall be set.

209 – COMMUNICATION AND COMPUTER LAB
301 – Management of Technology and Innovation

UNIT – I
Technology, Management, Classification of technologies – Technology Forecasting – Technology Transfer and collaboration.

UNIT – II
Concept of Innovation – Need for innovation – Ways to innovate – Innovation opportunities Corporate Innovation Process-Integrated Strategic Planning for Innovation

UNIT-III
Creative thinking- Intuition- Logical thinking-Heuristics and models-Tools that prepare the mind for creative thought – Levels of model of innovation – Model of innovation - Industrial design.

UNIT-IV

UNIT-V
Developing and applying creativity-Designing Creative Society and Organization- Creativity Training-Applications: Process redesign-Reengineering-Creative bench marking.

References:
1. White/Bruton : The Management of Technology and Innovation (Cengage)
2. Paul E Plesk: Creativity Innovation and Quality (Prentice-Hall)
4. Shlomo Maital and D.V. Scshadri: Innovation Management (Response)
5. C.K Prahalad and MS Krishnan : New Age of Innovation (Tata McGraw Hill)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
302 – Entrepreneurship

UNIT – I
Concept of Entrepreneurship – Role of Entrepreneurship in economic development – Entrepreneurial process – Intrapreneurship.

UNIT – II
Entrepreneur Background and Characteristics – Role models – Entrepreneur versus Inventors – International versus domestic entrepreneurship.

UNIT – III
Sources of new ideas – Creative problem solving – opportunity recognition – Product planning and development process.

UNIT – IV

UNIT – V
Sources of capital – venture capital – Initiatives to develop entrepreneurship in India.

References:
2. S.S. Khan: Entrepreneurial Development (S. Chand & Co)
4. Rajeev Roy: Entrepreneurship (Oxford)
5. Poornima Charantimath :Entrepreneurship Development and Small Business Management (Pearson)
6. Eric A. Morse and Ronald K. Mitchell : Cases in Entrepreneurship (Sage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
UNIT – I

UNIT – II

UNIT – III
Arrays – Array Initialization – One Dimensional Arrays – Two Dimensional Arrays – Multi Dimensional Arrays – Character Arrays and Strings – Programming exercises for matrix applications.

UNIT – IV
Functions: User-defined functions – Multi function program – Call by value – Call by reference – Categories of functions – Recursion – Programming exercises.

UNIT – V

References:
2. Behraowz A. Forouzan & Richard F.Gilbey : C Programming and Data Structures (Cengage)
5. V.V. Muniswamy : C and Data Structure (I.K.Publishing)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
304 – Project Seminar & Report

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 8/10 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field dairy and present synopsis and IPC Seminars during the course of third semester. The project report should be submitted to the department before the commencement of the third semester – end examinations.

305 – Career Planning and Development

UNIT – I

UNIT – II

UNIT – III

References:
2. Paul Singh: Writing Effective Resume (Excel )
3. French and Bell : Organization Development (Prentice Hall)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) One question with internal choice from each unit of the syllabus shall be set.
311- Consumer Behaviour & Relationship Marketing

UNIT-I
Introduction and overview to study of Consumer Behaviour - Consumer study - Significance - Models of Consumer Behaviour.

UNIT-II

UNIT-III

UNIT-IV

UNIT –V
Industrial buyer behaviour – Buyer behaviour for services - Diffusion of innovations and the adoption process.

References:
1. Schiffman & Kanuk: Consumer Behaviour (Pearson)
2. Blackwell, Miniard & Engel: Consumer Behaviour (Thomson)
3. Ramesh Kumar: Consumer Behaviour (Pearson)
4. LeonG.Schistman & Leslie Leaserkarmal: Consumer Behaviour (Prentice Hall)
5. Suja R.Nair: Consumer Behaviour in Indian Perspective (Himalaya)
7. Satish K Batar Shhказми: Consumer Behaviour (Excel)
8. Rajeev Kumar: Consumer Behaviour (Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
312 – Marketing Research

UNIT – I

UNIT – II

UNIT – III

UNIT – IV
Preliminary steps of Data Analysis: Editing, Coding, Tabulation - Contingency Tables and Chi-square Analysis – One - way Tabulation and Cross Tabulation – Hypothesis Testing – Examination of Differences – Kolmogorov – Smirnov test – Hypothesis about One Mean, Two Means and Two Proportions – Investigation of Association: Simple Regression & Correlation and Multiple Regression Analysis

UNIT – V

References:
2. Donald S Tull and Del I Hawkins : Marketing Research Measurement and Methods (McGraw Hill)
3. David J Luch et al : Marketing Research (Prentice Hall)
4. Malhotra : Marketing Research (Pearson)
5. William G. Likmund : Marketing Research (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
313 – Promotion Management

UNIT – I
Introduction to advertising – Evolution – Types of advertising or classification of users – Advertising process: Advertising Campaign planning, Decision making and Organisation.

UNIT – II

UNIT – III

UNIT – IV
Sales promotion – Incentives to middlemen – Incentives to consumer – Design, implementation and evaluation of effectiveness of sales promotion.

UNIT – V

References:
1. Rajiv Batra , John Myers and David Aaker: Advertising Management (Prentice Hall)
5. Kenneth E Clow & Donald Baack: Integrated Advertising , Promotion and Marketing Communications (Prentice Hall )
6. Shh kazmi Satish K Batra : Advertising & Sales Promotion (Excel)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
314 – Product & Brand Management

UNIT – I
Product concept in Marketing Strategy and New product Planning: Organisational arrangements – Managing the development process: Ideas – Managing the development process: Development to commercialisation; the consumer Adoption Process; PLC management – Special Issues.

UNIT – II

UNIT – III
Managing Brands: Brand creation, Brand name Decision, Brand Extension, Brand Product relationship; Brand portfolio, Brand revitalization.

UNIT – IV

UNIT – V
Branding in different sectors, in customer sector, in Industrial sector, in Retail sector, in service sector.

References:
1. Kenneth B Kahn: New Product Planning (Sage)
2. Chunawalla. S.A: Compendium of Brand Management (Himalaya)
4. Murthy YLR: Brand management (Vikas)
5. Kevin Lane Keller: Strategic Brand Management (Prentice Hall)
7. Kotler: Marketing Management (Pearson)
8. Gupta S.L: Brand Management Text and Cases (Himalaya)
9. Subratosen Gupta: Brand Positioning (Macmillan)
10. Ramanuj Majumdar: Product Management in India (Prentice Hall)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
315 – Distribution and Supply Chain Management

UNIT – I
Role of Distribution in Value discovery – Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management.

UNIT – II
Meaning and definition of supply chain management – Supply chain management in the global environment – Customer focus in supply chain management – Supply chain drivers and obstacles.

UNIT – III
Planning demand and supply in a supply chain – Planning and managing inventories in a supply chain – Transportation in a supply chain – Network design decisions – Information technologies in a supply decision.

UNIT – IV

UNIT – V

Reference:
1. Janat Shah: Supply Chain Management (Pearson)
2. Suni Chopra and Peter Meindl: Supply Chain Management (Pearson)
3. R.P. Mohanty and S.G. Deshmukh: Supply Chain Management (Jaico)
4. John T. Mertzer: Supply Chain Management (Respones)
5. Anurag Saxena and Kaaushik Sircan: Logistics and Supply Chain Management

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
UNIT – I

UNIT – II
Selling process – Stages in the Selling Process – Organizing the Sales Effort – Sales Forecasting and Budgeting – Sales Territories – Routing and Setting Sales Quotas – Sales Contests.

Unit – III
Recruitment and Selection of Sales force – Sales Training – Motivating and Leading the Sales Force - Interview Techniques.

Unit – IV

Unit – V
Evaluation and Control of the Sales Program – Cost Analysis- Evaluating Sales Person Performance.

References:
2. Still, Cundiff & Govani: Sales Management - Decisions, Strategies and Cases (Prentice Hall)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
317 – Marketing of Hospitality Services

UNIT – I
Nature of hospitality services – Hospitality marketing environment – Characteristics of hospitality services marketing – Hospitality marketing system – Marketing strategy – 8ps of hospitality marketing.

UNIT – II
Behaviour of individual customers – Personal factors – Inter-personal factors – Buying process of individual customers – Behaviour of organizational customers – CRM.

UNIT – III

UNIT – IV

UNIT – V
Promotional mix – Factors affecting promotional mix – Planning Advertising – Sales Promotion and merchandise – Personal selling – Public relations.

References:
1. Alastair M. Morrison: Hospitality and Travel Marketing (Cengage)
2. Philip Kotler, John T. Bowan and James C. Makens: Marketing for Hospitality and Tourism (Pearson)
3. Angie Michael: Best Impressions in Hospitality (Cengage)
4. Ahmed Ismail: Front Office – Operations and Management (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
318 – Marketing of Health Care Services

UNIT – I
Emergence of health care Marketing – Contribution of marketing in health care – Consumerism, entrepreneurial spirit of hospital – Marketing from inside out.

UNIT – II
The concept of hospital marketing – Physician centred marketing – Decision processes and relationships – Marketing audit as a strategic planning tool; MRIS to match the needs of health seeker – Hospital capacity utilization – Better upkeep of hospital medical records.

UNIT – III
Developing market mix – Cost consideration for services – Pricing services beyond money: Social price – Access to healthcare – Retailing of healthcare services.

UNIT – IV
Extended hours – Promotion – Role of advertising – Public relations – Guest relations.

UNIT – V
Service Development /Elimination: Development of new health services – High level fitness for special categories – Assessing failure of a service – Elimination of a service.

References:
1. Philip Kotler and Roberta.N.Clarke: Marketing for Healthcare Organisations (Prentice Hall)
2. Philip D. Cooper: Health Care Marketing Issues & Trends (Spen)
3. Roland T Rust, Anthony. J. Zahorik and Timothy. L. Keiningham: Services Marketing (Addison Wesley)
4. Zeithamal, Gremler, Biner & Pandit: Services Marketing (McGraw Hill)
5. Eric N. Berkowitz : Essentials of Health Care Marketing(Aspen)

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(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
UNIT – I

UNIT – II

UNIT – III

UNIT – IV
Money market: Call market – Treasury Bill market – Repos Commercial bill market – Commercial paper – Certificate of Deposits – DFHI.

UNIT – V
Mutual Funds – Insurance Companies – Privatization of insurance business in India.

References:
4. A.M. Srivatsava and Divya Nigam: Management of Indian Financial Institutions (Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
322 – Working Capital Management

UNIT – I

UNIT – II
Approaches to financing current asset – Internal sources and external sources of working capital – Financing of working capital by commercial banks – Trade credit management.

UNIT – III
Cash management: Motives of holding cash – Cash planning – Cash budget – Cash management models – Cash flows statement analysis.

UNIT – IV
Inventory management: Types of inventories – Inventory control Techniques – Methods of pricing of material issues.

UNIT – V
Management of Receivables: Objectives – Credit policy – Credit information – Control of accounts receivables – Factoring.

References:

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
323 – Management of Financial Services

UNIT – I

UNIT – II

UNIT – III

UNIT – IV
An overview of Venture Capital, Factoring, Depositories and Credit Rating.

UNIT – V
An overview of Bill Discounting, Housing Finance, Insurance services, Mergers and Acquisition, and Mutual Funds.

References:

NOTE TO THE PAPER SETTER:
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(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
UNIT – I

UNIT – II

UNIT – III

UNIT – IV

UNIT – V
An overview of stock markets money market and new issue market – FIIs and stock markets.

References:
2. Sudhindra Bhat: Security Analysis and Portfolio Management (Excel)
3. Dhanesh Kumar Khatri: Investment Management and Security Analysis (Macmillan)
7. Arnold Glen, Kumas Mohan: Corporate Financial Management (Pearson)

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(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
325 – Management Control Systems

UNIT – I

UNIT – II
Responsibility Centres: Revenue centres, Expense centres, administrative and support centres, Research and Development Centres Marketing Centres. Profit Centres: Measuring profitability Investment centres. Measurement of assets. EVA Versus ROI.

UNIT – III

UNIT – IV
Transfer pricing objective and methods – Performance measurement – Interactive control for differentiated strategies.

UNIT – V
Service organisations – Non-profit organisations – Professional organisations – Multinational firms.

References:

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
326 – Bank Management

UNIT – I
Importance of banking sector in the economy – Different kinds of banks – Banking sector reforms in India – Role of RBI in banking development.

UNIT – II
Commercial banking system - Services of commercial banks – Sources of Bank funds – Branch expansion policy – Retail banking – Credit management – Lending Policy – Microfinance.

UNIT – III

UNIT – IV

UNIT – V
Non-Banking finance companies – Functions and operations – Acceptance of Public deposits – Prudential norms – Accounting standards.

References:
1. R.M. Srivastava and Diya Nigam : Management of Indian Financial Institutions (Himalaya)
2. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services (Pearson)
3. Beatriz Armendariz and Jonathan Morduch : The Economics of Microfinance (Prentice Hall)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
331 – Counseling

UNIT – I
Counselling: Concept and significance – Emergence and growth of Guidance and Counselling Psychology – Counselling and Guidance: Expectations and Goals.

UNIT – II
Various approaches to Counselling – Counselling process – Counsellors attitude and skills of Counselling.

UNIT – III
Counselling Interview – Group Counselling – Individual and Group Counselling similarities and differences.

UNIT – IV
Evaluation of Counselling – Professional preparation and Training for Counselling – Modern trends in Counselling.

UNIT – V
Changing Behaviour through Counselling – Techniques used in Counselling – Problems in Counselling.

Reference:
1. S. Narayana Rao: *Counselling and Guidance* (Tata McGraw Hill)
2. Board R: *Counselling People at Work* (Gomes)
4. Reddy Michel: *Counselling at Work* (British Psychological Society and Methuen)
5. Munro C A: *Counselling – Skills Approach* (Methuen)
6. Maclennan Nigel: *Counselling for Managers* (Aldershot)
7. Lewis E. Patterson: *The Counselling Process* (Thomson)

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(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
332 – Management of Industrial Relations

UNIT – I
Industrial Relations – Concept – Significance and the emerging socio economic scenario. Industrial relation department – Role of industrial relation officer – Government and Machinery for labour administration.

UNIT – II
Nature of Industrial Conflict – Causes, Types, Consequences, Prevention and Settlement methods tripartite and bipartite bodies’ conciliation, arbitration and adjudication.

UNIT – III

UNIT – IV
Trade Unions: Role – Position in India, Trade Union types and Employee Federations – Strategies to Develop trade unions.

Discipline & Grievance Management – Causes, Machinery for Redresal of grievances – Discipline – code of conduct, process of domestic enquiry.

UNIT – V
Participative management: methods and techniques of workers involvement and participation – Composition and working of joint management councils, works committees, its ineffective functioning and failures – Empowerment- quality management – Industrial Relations and technological change.

References:
1. Arun Monappa: Industrial Relations (McGraw Hill)
2. Subba Rao P : Human Reasource & Management & Industrial Relations (Himalaya)
3. Venkata Rathnam C.S : Industrial Relations (Oxford)
4. Varma Pramod : Management of Industrial Relations (Oxford and IBH)
5. Punekar : Labour Welfare Trade Unionism and Industrial Relations (Himalaya)
6. Niand J,R, etc: The Future of Industrial Relations (Sage)
7. Cowling & Jones : The Essence of Personnel Management and Industrial Relations (Pentice Hall)
8. B.D. Singh : Industrial Relations (Excel)
9. Sarma, A.M : Industrial Relations (Himalaya)
10. Monal Arora : Industrial Relations (Excel)
11. Sinha P R N, Indu Bala Sinha & Seema Priyadharshini sekar : Industrial Relations, trade unions & labour legislation (Pearson)

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(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
333 – Performance and Reward Management

UNIT -I
Reward, compensation and non compensation systems – Concept – Compensation issues –
Economic theories-wage level, differentials.

UNIT – II
Technical determinants – Job analysis, job description, job evaluation, Job pricing-
market survey-pay structure architecture.

UNIT –III
Individual pay determinants – Components of pay – Fringe benefits.

UNIT – IV
Performance pay – Incentives, individual, group, short term and long term –
Compensation of special groups, supervisors, Executives, Directors, Sales force,
Technical professional, women executives.

UNIT – V
Statutory provisions – Wage boards, pay commission – Pay budget management –
International pay system.

References:
1. Narain, Laxmi :Managerial Compensation and Motivation In Public Enterprises (Oxford)
2. Sibson : Wages and Salaries (American Management Association)
3. Michael Armstrong : Reward Management (Kogan)
5. Barry Gerhart & Sara L Rynes : Compensation (Sage)
7. B D singh : Compensation Reward Mangement (Excel)
8. Dipak kumar Bhatta charya : Compensation Management (Excel)

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(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
334 – Human Resource Planning

UNIT – I

UNIT – II

UNIT – III

UNIT – IV
Career planning & development – Succession Planning – Potential appraisal development.

UNIT – V

Reference:
3. DK Bhattaacharya: Human Resource Planning (Excel)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
335 – Employee Legislation

UNIT–I

UNIT–II
Laws relating to – Discharge, Misconduct, Domestic enquiry and disciplinary action.

UNIT–III

UNIT –IV

UNIT –V

References:
1. Malik P.L : Hand Book of Industrial Law (Eastern )
2. Srivastava, S.C : Industrial Relations and Labour Laws (Vikas )
4. A. Sayed : Labour law (Himalaya)
5. Sinha P R N, Indu Bala Sinha & Seema Priyadharsini sekar : Industrial Relations, trade unions & labour legislation (Pearson)

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(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
UNIT – I
Human resource training – Concept, challenges training context, trainees, trainers, employers – Phases of training.

UNIT – II
Need assessment phase – Designing the training programme – Evaluation training.

UNIT – III
Training aids – Traditional instructional approach, Classroom methods – On the job training, Simulation, Self directed training, Team training.

UNIT – IV
Emerging methods – Computer based learning, Distance learning, Intelligent tutorial system, Virtual reality training, Blended learning, Mobile technologies, Out Board learning, Adventure learning, Embedded learning, Performance support system, Action learning.

UNIT – V
Developing learning organization – Training styles – Special issues in training, Post training support – Future of training.

References:
1. Goldstein & Ford: Training for Development (Prentice Hall)
3. Rolf P Lynton & Udaipareek: Training for Development (Vistaar)
6. Pandu Naik, G: Training and Development, Test Research and Cases (Excel)
7. Sahu R.K: Training for Development (Excel)
8. T V Rao: Appraising & Development Managerial Research (Excel)

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(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
341 – System Analysis and Design

UNIT-I

UNIT-II

UNIT-III
Designing Inputs – Forms and Reports – Designing Interfaces and dialogues – Designing databases – Designing physical files.

UNIT-IV

UNIT-V
System Maintenance and Quality Assurance – Acquisition of hardware and software. An overview of object oriented Analysis and Design.

References:
2. M Awad: Systems Analysis and Design (Galgotia)
4. Doseph S. Valacich: Essentials of Systems Analysis and Design (Pentice Hall)
5. Gary B. Shelly: Systems Analysis and Design Methods (Cengage)

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(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
342 – Data Base Management Systems

UNIT – I

UNIT – II

UNIT – III

UNIT – IV
Indexing and Hashing - Indexing - B+ -Tree Index Files - B- Tree Index Files - Static and Dynamic Hash Functions - Index Definition in S QL - Multiple key Access.

UNIT – V
Hierarchical Model - Tree structure Diagrams - Virtual records - Mapping Hierarchies to files. Network Model- Data Structure Diagrams - The DBIG CODASYL Model - Mapping Networks to files.

References:
3. Date C.J : An Introduction to Database Management Systems (Addison and Wesley)
4. Atre, S: Database Structured Techniques for Design Performance and Management (John Wiley)
5. Nilesh Shah: Data Base Systems Using Oracle (Prentice Hall)
6. Yary W. Hansen: Data Base Management Design (Prentice Hall)

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(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
343 – Decision Support Systems

UNIT – I

UNIT – II

UNIT-III
Development Approaches for DSS: Quick-hit - Staged Development - Complete DSS-Integration of DSS in to the organisation.

UNIT-IV
Dialog Management - Database Management- Model Base Management.

UNIT – V
DSS Implementation in Industries and Applications.

References:
2. Efraim Turban: Decision Support and Expert Systems (Macmillan)

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(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
344 – Expert Systems and Artificial Intelligence

UNIT – I
Introduction to A-I and Basic problem solving methods: Meaning of AI, AI problems, AI - Techniques, Criteria for success, production systems, static space search.

UNIT – II
Control strategies, Heuristic Approach, Forward and Backward Reasoning, Hill climbing techniques, breadth first search, Depth first search, Best search and staged search.

UNIT – III
Game playing: Minimax search, Adding alpha beta cut-off - Utility cut-off Natural language processing: Syntax & semantic Analysis, Semantic grammar, core grammar, augmented transition network, Discourse and pragmatic processing.

UNIT – IV
Machine learning: Rotelearning, learning by advice, Learning in problem solving and from examples, discovery as learning, A.M learning and Analogy.

UNIT – V
Expert systems: Introduction, Rule based system Architecture, Non-production system Architecture, Knowledge system building tools.

References:
1. Edani Rich & Kevin Knight: Artificial Intelligence (Tata McGraw Hill)

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(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
345 – Software Testing

UNIT – I
Introduction: Purpose of testing, Dichotomies, model for testing, consequences of bugs, taxonomy of bugs. Flow graphs and Path testing: Basics concepts of path testing, predicates, path predicates and achievable paths, path sensitizing, path instrumentation, application of path testing.

UNIT – II
Transaction Flow Testing: Transaction flows, transaction flow testing techniques.
Dataflow testing:-Basics of dataflow testing, strategies in dataflow testing, application of dataflow testing. Domain Testing:-domains and paths, Nice & ugly domains, domain testing, domains and interfaces testing, domain and interface testing, domains and testability.

UNIT – III
Paths, Path products and Regular expressions: Path products & path expression, reduction procedure, applications, regular expressions & flow anomaly detection.

UNIT – IV
Logic Based Testing: Overview, decision tables, path expressions, kv charts, specifications.
State, State Graphs and Transition testing: State graphs, good & bad state graphs, state testing, Testability tips.

UNIT – V
Graph Matrices and Application: Motivational overview, matrix of graph, relations, power of a matrix, node reduction algorithm, building tools. Usage of JMeter and Winrunner tools for functional / Regression testing, creation of test script for unattended testing, synchronization of test case, Rapid testing, Performance testing of a data base application and HTTP connection for website access.

References:
1. Baris Beizer, Dreamtech: Software Testing Techniques (Second )
2. Dr.K.V.K.K.Prasad: Software Testing Tools (Dreamtech)
4. SPD: Software Testing Techniques (Oreille)

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(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
346 – Software Engineering

UNIT – I
Introduction to software Engineering: Size, Quality and productivity factors. Planning a software project, Cost estimation.

UNIT – II
Software design concepts modularization, Design strategies, Real time distributed systems design, Test plans.

UNIT – III
Quality Assurance: Walk through and inspection, Static Analysis, Symbolic execution, unit testing & debugging, system testing and formal verification.

UNIT – IV
Implementation issues, Structured coding Techniques.

UNIT – V
Software Maintenance: Maintainability, Managerial aspects, Configuration Management, Source code metrics, other Maintenance tools and techniques.

References:
1. Pressman: Software Engineering (Tata McGraw Hill)
2. Sommervelli : Software Engineering (Pearson)

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(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
347 – Logistics Management

UNIT – I

UNIT – II

UNIT – III

UNIT – IV

UNIT – V
Managing the Supply Chain: The need for Integration – Managing Supply Chain as a network – Logistics Partnerships. Supply chain restructuring, IT in supply chain.

References:
1. Janat Shah: Supply Chain Management Test Prepares (Pearson)
2. M. Christopher: Logistics and Supply Chain Management (Prentice Hall)
3. C. Bozarth, Robert B. Handfield: Introduction to Operations and Supply Chain Management (Pearson)
4. Johnj Coley: Management of Business Logistics (Cengage)

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(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
401 – Strategic Management

UNIT – I

UNIT – II

UNIT – III

UNIT – IV

UNIT-V
Strategic Control: Guiding and Evaluating the Strategy – Corporate Governance – Corporate Social Responsibility – Management of Change.

References:
3. Michael E Porter: Competitive Strategy (Harvard University)
4. Michael E. Porter: Competitive Advantage (Harvard University )
5. Rao VSP & Harikrishna: Strategic Management Text & Cases (Excel)
6. Adrain Haberberg: Strategic Management (Oxford)

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(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
402 – International Business Management

UNIT – I

UNIT – II
National differences in political economy – Differences in culture – Ethics in international business - International Monetary system.

UNIT – III
International trade theory – Political economy of international trade – Foreign direct investment – Regional economic integration.

UNIT – IV
Strategy of international business – Organization of international business – Entry strategy and strategic alliances.

UNIT – V

References:
5. Don Ball and Wendell McCulloch: International Business (McGraw Hill)

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(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
UNIT – I
Social responsibility of business – Importance of business laws and regulatory practices-
Consumer Protection Act.

UNIT – II
The Indian Contract Act – 1872: Nature of a Contract; Essential Elements of a Valid
Contract void & unlawful contracts, Performance of a Contract; Breach of Contract and its
Remedies; Quasi Contracts.
Special Contracts: contingent Contracts, Indemnity and Guarantee; contract of Agency;
Bailment and pledge.

UNIT – III
Sale of goods Act 1930: General Principles; Conditions and Warranties; Performance of
Contract of Sale; Rights of an Unpaid Seller.
Negotiable Instruments Act 1881: Negotiation and Assignment; Holder, Holder – in –
Due Course; Dishonour and Discharge of a Negotiable Instrument.

UNIT – IV
The Companies Act 1956: Nature and Types of Companies; Steps and Procedure for
incorporation of the Company; Memorandum of Association, Articles of Association and
Prospectus; Shares and Share Capital; Allotment of Shares and debentures.

UNIT – V
Company Management: Company Meetings, Resolutions; Prevention of Oppression and
mismanagement of company; Winding up of a Company.

References:
1. ND Kapoor :Mercantile law (Sultan Chand )
2. SS Gulshan :Business Law (Excel)
3. Tuleja S.K. :Business Law for Managers (Sultan Chand)
5. Bull chandani R R : Business law (Himalaya)

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(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
404 – Organization Development

UNIT – I
Organisation Development – Definition – History-Contributory Stems, Values, Assumptions and Beliefs in OD – Ethical Issues In OD.

UNIT – II
Foundation of OD – Managing the OD process – Action research.

UNIT – III
Interventions classification – Team Interventions – Intergroup Interventions - Third party peace making intervention.

UNIT – IV
Structural Interventions – Comprehensive Interventions – Training experiences.

UNIT – V
Consultant Issues – System Ramifications – Power politics in OD – Future of OD.

References:
1. French, Bell & Vena Vohra: Organisation Development (Pearson)
2. Pathak :Organisation Development (Pearson)
3. Cummins & Worley: Organisation Development Change (Thomson)
4. S. Ramnarayan, T.v Rao & kuldeep singh: Organisation Development Interventions & Strategics (Response)
5. Daniel Robey & Steven Actman: Organisation Development (Macmillan)
6. Kavita Singh: Organisation Change and Development (Excel)

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(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
405 – Presentation Skills

UNIT-I
Presentations-Need for making presentations-benefits-Types of Presentations-Planning a presentation-Structuring a Presentation-Memory- Memory improvement Techniques.

UNIT-II
Creating Visual Aids-Delivering a Presentation-Body Language.

UNIT-III
Informative Presentation: Contemporary issues from the News Papers and Magazines
Persuasive Presentation: New Product Presentations.
(Each Candidate has to make two presentations in this Course: One Presentation on the Contemporary Issues and another on the Company Products.)

References
1. Asha Kaul: The Effective Presentation, Talk Your way to Success (Response)
2. Brian Tracy  Speak to Win: How to Present with Power in any Situation (American Management)
3. Dale Carnegie : How to Develop Self-Confidence & Influence People by Public Speaking (Pocket)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) One question with internal choice from each unit of the syllabus shall be set.
408 – VIVA – VOCE (Comprehensive Viva covering all the subjects of III & IV Semesters including Project work)
411 – Insurance and Bank Marketing

UNIT-I

UNIT-II
Indian Banking System – Commercial banking – Development banking – Cooperative banking – Banking products.

UNIT-III
Characteristics of banking and insurance Services – Types of customers – Different expectations – Building customer relationships – Positioning.

UNIT-IV
Banking and insurance services development and design – Managing demand and capacity – Competition – Pricing of Services.

UNIT – V
Banking and insurance services delivery – Employee behavior in services delivery – Delivering services through intermediaries and electronic channels – Marketing Communications.

References:
1. Valarie A. Zeithamt, Mary JoBikner, Dwayne D Grenier and Ajay Pandit: Services Marketing (McGraw-Hill)
2. R M Srivatsava and Divya Nigam: Management of Indian Financial Institutions (Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
412 – Rural Marketing

UNIT-I
Rural Marketing – Definition scope and – Significance of rural marketing Growth of urban and rural areas – Difference between urban and rural marketing – Role of rural marketing in economic development.

UNIT-II
Consumer profile and behaviour patterns – Consumer characteristics and influence – Buying Models – segmentation – positioning – marketing research techniques in rural marketing.

UNIT-III

UNIT-IV

UNIT-V
Promotion-Promotional mix with rural orientation – Strategies of personal selling, sales promotion and publicity – Rural advertising.

References:
1. Sukupal singh: Rural Marketing Management (Vikas)
2. Bide & Badi: Rural Marketing (Himalaya)
3. CSG Krishnamacharyulu and Lalitha : Rural Marketing (Pearson)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
413 – International Marketing

UNIT-I
International Marketing - Definition and scope - Challenges of International Marketing - The International Marketing Environment - Economic, Cultural, Political and Legal Environment From GATT to World Trade Organization

UNIT-II

UNIT-III

UNIT-IV
Co-ordinating International Marketing - Planning, Organisation and Control of International Marketing – Information Technology: The internet and International Marketing.

UNIT-V
Framework of Export - Import Policy - International Trade Finance and Risk Management - Export Procedure and Documentation - Institutional Infrastructure for Export Promotion

References:
1. Rakesh Mohan Joshi: International Marketing (Oxford)
2. Warren J. Keegan: Global Marketing Management (Pearson)
4. Vern Terpstra and Ravi Sarathy: International Marketing (Cengage)
5. RL Varshney and B. Bhattacharya: International Marketing Management: An Indian Perspective (Sultan Chand)
6. Subhas C.Jain: International Marketing (Thomson)
7. Michael R. Czinkota: International Marketing (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
414 – Retail Marketing

UNIT – I
An overview of Retail Management: Introduction, Concept and Significance – Types of Retailers – Strategic planning in Retailing.

UNIT – II
Retail site location – Factors influencing the location – Financial strategy in Retailing – Marketing Management issues in retailing – Human Resource Management in Retailing.

UNIT – III
Merchandise Management: Forecasting sales, Developing an assortment plan, Merchandise planning systems, Buying Merchandise – Retail Pricing.

UNIT – IV
Retailing and Information Technology Support Systems – Supply Chain management- Importance of customer service and quality management – Customer Relationship Management.

UNIT – V
Store Management: Managing the store, Store layout, Design and Visual merchandising – Retailing in India; Changes impacting retailing, Common woes in Retailing – Research for Retailing.

References:
1. Chetan Bajaj, Rajnish Tuli and Srivatsva: Retail Management (Oxford)
2. Barry Berman & Joel R Evans: Retail Management A Strategic Approach (Pearson)
3. Levy, Weitz: Retailing Management (Tata McGraw Hill)
4. Suja Nair: Retail Management (Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
415 – Industrial Marketing

UNIT-I
Industrial markets - characteristics - Consumer marketing Vs industrial Marketing - Tasks and challenges of industrial marketing - Organising.

UNIT-II
Buyer behaviour - Buying process - Value and Vendor Analysis - Buying centre - Buying practices – Procedures - Product strategy - Product development - Product launching.

UNIT-III
Pricing strategy - List and net prices - Discounts - Competitive bidding Contracts and price implications

UNIT-IV
Promotion strategy – Managing Personal selling – Managing Industrial Advertising-Exhibitions and demonstrations – Brochures - Use of internet.

UNIT-V
Channel management - Channel conflicts – Logistics - Marketing control - Design of control system - Control of Industrial Marketing Operations.

References:
2. Anderson and Naurus: Business Marketing Management (Pearson)
3. Alexander, Cross & Hill: Industrial Marketing (Taraporevala)
4. Reeder, Brierty and Reeder: Industrial Marketing (Prentice Hall)
5. CSG. Krishnamacharyulu & Lalitha. R: Industrial Marketing (Jain)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
416 – Agricultural Marketing

UNIT – I
Role of agriculture in Indian economy – Agriculture output – Growth trends – Technological break through – Green revolution – Constraints of Indian agriculture – History and growth of agricultural marketing in India.

UNIT - II

UNIT - III
Characteristics of customers of agricultural products – Behaviour of customers – Customer relationship marketing – Agricultural marketing research.

UNIT – IV

UNIT – V

Reference:
1. V.S. Ramaswamy and S. Namakumari: Marketing Management (Macmillan)
2. S.S.Acharya and N.L. Agarwal: Agricultural Marketing in India (Oxford)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
421 – Mergers and Acquisitions

UNIT – I
An overview of corporate restructuring – Value drivers – Due Diligence Process for M & A – Ethical issues in M & A.

UNIT – II

UNIT – III

UNIT – IV
Regulations for Mergers and Takeovers in India – SEBI Guidelines for takeovers – SEBI Guidelines for buyback of securities – SEBI Guidelines for ESOP.

UNIT – V
Cross border Mergers and Acquisitions: Motivations - Opportunities and Threats – Recent cases.

References:
1. Dr. JC.Verma: Corporate Mergers, Amalgamation and Takeovers (Bharat)
4. Ravindhar Vadapalli: Merger Acquisitions and Business Valuation (Excel)
5. Chandrasekhar Krishnamurti and Viswanath: Mergers Acquisitions and Corporate Restructuring (Response)
6. Kevin K. Boeh and Pall W. Beamish: Mergers and Acquisitions (Sage)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
422 – Risk Management & Insurance

UNIT – I

UNIT – II
Risk shifting through limited liability – Liability for actions of employees and other parties – products liability – Environmental liability – Directors and Officers liability.

UNIT – III

UNIT – IV

UNIT – V
Functions of insurers – Product design and development – Pricing strategy – Insurance intermediaries – Promotion of insurance – IT in insurance.

References:
3. James Triesehmann : Risk Management & Insurance (Thomson)
4. Dr. P.K. Gupta : Insurance & Risk Management ( Himalaya)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
423 – Financial Engineering

UNIT – I

UNIT – II
Measuring return and Risk – Interest rates and exchange rates.

UNIT – III

UNIT – IV

UNIT – V
Reverse Mortgage. Teaser loans – sub prime lending collateralised mortgage obligations. Tax driven deals, syndication process.

References:

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
424 – International Financial Management

UNIT – I

UNIT – II
Determination of exchange Rates – spot and forward rates – International party conditions: Purchasing Power Parity - Forward Rate Parity (PPP) and Interest Rate Parity – Fisher open condition.

UNIT – III

UNIT – IV

UNIT – V

References:
1. Eiteman, Stonehill and Moffett: Multinational Business Financial (Pearson)
2. Alan C, Shapiro: Multinational Business Financial Management (Wiley India)
4. Jeff Madura: International Corporate Finance (Cengage)
5. Thomas J. O'brien: International Finance (Oxford)

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(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
425 – Financial Derivatives

UNIT – I
An overview of Financial Derivatives – Types of trades and traders - types of derivatives – uses of derivatives

UNIT – II
Options – Basic principles – Option strategies – option spreads.

UNIT – III
Option Pricing: Black-Scholes option pricing model – Binominal option pricing model – option greeks.

UNIT – IV
Forwards and Futures – Futures Exchanges – Market participants – Clearing house and margins – Futures pricing - Stock Index futures..

UNIT – V

References:
1. David A. Duflofsky and Thomas W. Miller: Derivatives (Oxford)
2. John Hull: Options Futures and other Derivatives (Pearson)
3. N DVohra and B R Bagri: Futures and Options (McGraw Hill)
4. Robert .A. Strong: Derivatives (Cengage)

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(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
426 – Portfolio Management

UNIT – I

UNIT – II
Portfolio Selection: Feasible set of portfolios - Efficient Frontier - Selection of Optimal Portfolio under Markowitz Model - Sharpe Single Index Model.

UNIT – III

UNIT – IV

UNIT – V
Portfolio Revision: Need for Revision – Constraints in Revision – Revision Strategies – Formula Plans – Portfolio Management in India.

References:
1. Donald E. Fischer and Ronald J. Jordan: Security Analysis and portfolio Management (Prentice Hall)
2. William F. Sharpe: Investments (Prentice Hall)
3. Prasanna Chandra: Investment Management (McGraw Hill)
5. Frank K. Reilly and Keith C. Brown: Investment Analysis and portfolio Management (Cengage)
6. Robert A. Strong: Portfolio Management (Jaico)

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(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
431 – HR Accounting and Audit

UNIT – I

UNIT – II

UNIT – III

UNIT – IV

UNIT – V

References:
Pramanik.A.K M.C. Jain : Human Resource Accounting (Jaico)
2. T.V.Rao : HRD Audit (Response)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
432 – Stress Management

UNIT – I

UNIT – II
Stress in college Students challenges, opportunities, coping – Life script formation – Myths and realities of stress experience.

UNIT – III

UNIT – IV

UNIT – V

References:
1. Walt Schafer: Stress Management for Wellness (Thomson)
2. Chares Worth, A. Edward and Nathan G. Ronald: Stress Management, Comprehensive
   Guide to Wellness (Balantine)
5. Daniel Girndano, Dorthy Dusek, Georges S. Every: Controlling stress and Tension
   (Pearson)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
433 – Change Management

UNIT–I
Concept of Change, forms of change, need for change, problems of change – Resistance to change, causes for resistance, methods and techniques of overcoming resistance to change

UNIT–II
Elements of planned change, Strategies of planned change, methods and techniques of planned change, environment change process, Role of change agent.

UNIT–III
Consultation process, positioning and functioning of change agent, social and ethical problems in organisational change,

UNIT–IV
Controlling and regulating change, application of behavioural science concepts to organizational change.

UNIT–V
Developing Organization for change – Methods and techniques for assessing readiness for change.

References:
1. Mattel L: Mastering Change (New American Library)
2. Gabarrow J.J: Dynamics of Taking Change (Harvard Business School)
3. Warren Bennis: The Planning of Chance (Rine Hort Winston)
5. Rosabeth, M.K: Change Masters – Corporate Entrepreneurs at Work (Urwin)
6. Clark: The Essence of Change (Prentice Hall)

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(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
434 – Global Human Resource Management

UNIT – I

UNIT – II
Structural dynamics – structural evolution – Global and product division – Strategic frame work.

UNIT – III

UNIT – IV
Training and development – Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.

UNIT – V
People Management – USA – Asia: Japan and China – Europe: British, French, Dutch, German, Spanish and Swedish – African – Indian.

References:
1. Dowling P.J : International Dimension of Human Resource Management (Thomson)
2. Subba Rao P: International Human Resource Management (Himalaya)
3. Adler N.J: International Dimensions of Organizational Behaviour (Kent)
4. Rao P.L : Internal Human Resource Management (Excel)

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(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
435 – Leadership Development

UNIT – I
Leadership and management – The nature of leadership – Trait, Behavioural and Contingency approaches.

UNIT – II

UNIT – III
Leader Skill Development – From experience, Communication, Conversation, Assertiveness, Communication feedback, Stress management, Building effective relationship with superiors and peers, goal setting, conducting meetings.

UNIT – IV

UNIT – V
Leader as social architect – Vision, Mission, Strategic formulation – Shaping culture, Leading change and innovation – Leadership development programme.

References:
1. Daft, Richard: Leadership (Cengage)
2. Gary Yukul: Leadership (Pearson)
3. Uma Jain, Udai Pareek, Madhukar Shukla: Developing Leadership for the Global Era (Macmillan)
4. Northouse: Leadership (Sage)
5. Uma Jain pareek, Madhukar Shukla(Ed.): Developing leadership for the Global Era (Macmillan)

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(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
436 – Human Resource Development

UNIT –I
Human resource development concept, evolution, HRM and HRD function, HRD challenges, role of HRD professional.

UNIT – II
HRD need assessment-designing HRD programme – Implementing the programme – Evaluation.

UNIT –III

UNIT – IV

UNIT – V
Indian experiences – HRD programme for culturally diverse employees

References:
1. Desimone, Werner & harris: Human Resource development (Thomson)
2. Raymond A Noe: Employee Trainee Development ( Tata McGraw Hill)
4. Tripathi P.C: Human Resource Development ( Sultan Chand & Sons)
5. Uday Kumar Haldar: Human Resource Development (Oxford)

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(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
441 – Systems Control and Audit

UNIT – I
Information Systems Auditing: Need - Foundations - Audit Risks-Types of Audit Procedures - Steps in an Audit

UNIT – II

UNIT – III

UNIT – IV

UNIT – V
Evaluating Asset safeguarding and data integrity-Evaluating System effectiveness and efficiency – Managing the Information Systems Audit function.

References:
1. Ron Weber: Information Systems Control and Audit (Pearson Education)
2. Warren J. Donald, Lynn W. Edelson, and Xenia ley parker: Handbook of IT Auditing,
   (Gorham & Lamont)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
442 – Distributed Intelligence

UNIT-I
Introduction - Data communication, Networks protocols and standards, line configuration, Topology, Transmission mode, categories of Networks.

UNIT-II
OSI preference model - Model, Functions of the layers, Encoding.

UNIT-III

UNIT-IV
ISDN - Services & History OSI Layers, TCP/IP

UNIT-V
Net Working and Inter net working.

References:
1. Behrouz A. Forouzan: Data Communications and Net Working (Tata McGraw Hill)
2. Bertsekas & Gallages : Data Networks (Prentice -Hall)
3. William A. Shay: Understanding Data Communications & Networks (Vikas)

NOTE TO THE PAPER SETTER:
(i) The questions shall cover all the units of the syllabus.
(ii) In regard to Part – A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
443 – Data Mining and Data Warehousing

UNIT – I
Introduction to data warehousing; Needs, Goal & Problems phases of development. Developers, and users perspective, Data warehouse team.

UNIT – II
Logical Design: Types of data in warehouse, data warehouse databases Vs operational databases, design strategies.

UNIT – III
Data warehouse vs data mart, integrity constraints. Physical design: VLDB, NLS, Query parallelism, Query optimization, Table – space segregation. Star schema implementation, Dual Schema access approach.

UNIT – IV
Moving data into the data warehouse, SQL Loader, Imported export. Indexing the data warehouse, Backup, recovery and security.

UNIT – V

References:
1. Michael J. Corey, Michael Abbey : Data Warehousing Oracle (Tata McGraw Hill)
2. Tan : Introduction to Data Mining (Pearson)
3. Dunham / Sridhar : Data Mining Introduction and Advanced Topics (Pearson)
4. Shawkat Ali : Data Mining (Cengage)

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(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each Unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
444 – Enterprise Resource Planning

UNIT – I
Introduction to ERP: - BPR Vs ERP, Evolution, benefits and limitations of ERP, Phases of ERP and other enterprise applications.

UNIT – II

UNIT – III
Enterprise systems Architecture ERP Modules – Finance, Plant maintenance, Quality Management, Materials Management, Marketing and HR. ERP issues in Indian markets and in different counties.

UNIT – IV
ERP Implementation life cycle – Future trends. ERP Products: SAP, Microsoft, people soft and oracle and their impact on enterprise applications.

UNIT – V

Reference:
1. Motiwala : Enterprise Systems for Management (Pearson)
4. Sai Kumar ML: Enterprise Resourcs Planning (Institute)
5. Rahul V. Altekar: Enterprise Resource Planning (Prentice Hall)
6. Ashimsingla : Enterprise Resource Planning (Cengage)

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(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
445 – Data Communication and Network Analysis

UNIT-I
Introduction - Data communication, Networks protocols and standards, line configuration, Topology, Transmission mode, categories of Networks.

UNIT-II
OSI Reference model - Model, Functions of the layers, Encoding.

UNIT-III

UNIT-IV
ISDN - Services & History, TCP/IP

UNIT-V
Net Working and Inter net working Derives.

References:
1. Behrouz A. Forouzan: Data Communications and Net Working (Tata McGraw Hill)
2. Bertsekas & Gallages: Data Networks (Prentice –Hall)
3. Michael A. Gallo: Computer Communications and Networking Technologies (Cengage)

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(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
446 – E- Business

UNIT – I
From E - Commerce to e-Business, Structural Transformation, Flexible Business designs. Trend spotting - Time, Self service, ease of use, outsourcing.

UNIT –II
E-Business design - strategy of design - phases: building, capability evaluation E-Business design.

UNIT – III

UNIT –IV

UNIT – V
Development E – Business design, strategy formulation, E – Business Applications.

References:
1. Ravi Ralakota and Maina Robinson: E – Business (Pearson)
2. Davechaffey : E – Business and Ecommerce Management (Pearson)
3. Napier Jud, Rivers and Wagnerm: Creating a E – Business (Cengage)

NOTE TO THE PAPER SETTER:
(i) The questions should cover all the units of the syllabus.
(ii) With regard to Part - A of the question paper, one question with internal choice from each unit of the syllabus shall be set.
(iii) For Part - B of the question paper, the CASE shall be not less than 500 words.
447 – Customer Relationship Management

Unit – I

Unit - II

Unit – III
Technological Tools for CRM – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.

Unit – IV
Managing CRM Project – Planning CRM Programme – Technological and Operational Issues in implementing CRM – Benefits and barriers to CRM.

Unit - V
Customer Relationship Quality Management – Designing an Effective Relationship Management System – CRM Road blocks: Privacy and Ethics – Future of CRM.

References:
1. Roger J. Baran: Customer Relationship Management (Cengage)
2. G. Shaineshe & Jagadish N Sheth: Customer Relationship Management A Strategic Perspective (Macmillan)
4. Peelan: Customer Relationship Management (Pearson)

NOTE TO THE PAPER SETTER:
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