

# **GITAM UNIVERSITY**

(Declared as Deemed to be University U/S 3 of UGC Act, 1956)



**REGULATIONS & SYLLABUS**  
**OF**  
**Master of Business Administration (MBA)**  
**A Two Year Full Time Trimester Programme**  
(w.e.f. 2010 - 11 admitted batch)

**GITAM INSTITUTE OF MANAGEMENT**  
Gandhi Nagar Campus, Rushikonda  
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# **Master of Business Administration (MBA)**

## **A Two Year Full Time Trimester Programme**

(w.e.f. 2010 – 11 admitted batch)

### ***Introduction***

Gitam Institute of Management (GIM), a constituent Institute of GITAM UNIVERSITY, offers a two year full time Master of Business Administration (MBA) Programme. This programme aims at building managerial competence among students providing a theoretical foundation in Management as well as a practical orientation towards management practices in such a way that they are not only equipped to perform as effective managers but also to shoulder greater responsibilities in the future as they move up the hierarchy.

This programme is uniquely comprehensive in that it helps students in developing an integrated view of Management through a trimester system, in which the courses are handled in depth and students are evaluated continuously on various dimensions. Learning is facilitated through a mix of classroom interactions, case studies, project work, simulations and games.

The curriculum lays the foundation for a conceptual and analytical understanding of Indian and International management practices. This programme is designed to blend current management theory and practice with emerging trends in the field of management with the aim of moulding the students into competent, responsible and visionary managers. The course content is constantly updated to be in tune with the emerging trends in the management practices all over the world.

### ***Objectives of the Programme:***

The objective of the programme is to provide a world - class quality professional education in management. More specific objectives are:

- i. to understand and expose the students to social, economic, political, technological and ecological environment of modern society and their characteristic values.
- ii. to mould the students to become effective global managers in the competitive environment.
- iii. to develop a portfolio of versatile skills to become effective leaders in the fast changing global business environment.

to provide challenging career in the world of work

to inculcate entrepreneurial skills for creating and managing their own enterprise.

to mould students into socially responsible citizen.

# REGULATIONS & SYLLABUS

(w.e.f. 2010-11 admitted batch)

## 1.0 STRUCTURE OF THE PROGRAMME

The MBA Programme is designed in keeping in mind the objectives stated earlier and structured by including courses on various aspects of Management. This entails an in - depth study of 24 core courses in the three trimesters of the First Year.

In the second year functional specialization is offered and a student has to study **dual Specialization**. Student has to study **8** courses in each specialization in IV & V trimesters together (4 courses in each trimester). In the VI trimester the student has to do a major project work for Ten weeks' duration.

## SCHEME OF INSTRUCTION

**Master of Business Administration (MBA)**

**Programme Code: MPRBA 200802**

*(With Effect from the Admitted Batch of 2010-2011)*

### TRIMESTER I :

S. No.	Code No.	Title of the Course	Sessions		Credits	Marks		Total
			Lec	Pr a		CA	TEA	
1.	MPRBA 101	Principles and Practice of Management	3		3	40	60	100
2.	MPRBA 102	Business Communication	3	1	3+1	40	40+20*	100
3.	MPRBA 103	Managerial Economics	3		3	40	60	100
4.	MPRBA 104	Indian Business Environment	3		3	40	60	100
5.	MPRBA 105	Financial Accounting and Analysis	3		3	40	60	100
6.	MPRBA 106	Organizational Behavior	3		3	40	60	100
7.	MPRBA 107	I.T. for Management	3	2	3 +1	40	40+20*	100
8.	MPRBA 108	Quantitative Methods – I	3		3	40	60	100
<b>Total</b>			<b>24</b>	<b>3</b>	<b>26</b>	<b>330</b>	<b>470</b>	<b>800</b>

\* Practicals carry 20 Marks

**TRIMESTER II :**

S. No.	Code No.	Title of the Course	Session	Credits	Marks		Total
					CA	TEA	
1	MPRBA 201	Business Laws	3	3	40	60	100
2	MPRBA 202	Managerial Communication	3	3	40	60	100
3	MPRBA 203	Human Resource Management	3	3	40	60	100
4	MPRBA 204	Cost Management	3	3	40	60	100
5	MPRBA 205	Operations Management	3	3	40	60	100
6	MPRBA 206	Marketing Management	3	3	40	60	100
7	MPRBA 207	Quantitative Methods – II	3	3	40	60	100
8	MPRBA 208	Risk & Insurance Management	3	3	40	60	100
		<b>Total</b>	<b>24</b>	<b>24</b>	<b>380</b>	<b>420</b>	<b>800</b>

**TRIMESTER III :**

S. No.	Code No.	Title of the Course	Sessions		Credits	Marks		Total
			Lec	Pra		CA	TEA	
1	MPRBA 301	Business Ethics and Corporate Social Responsibility	3		3	40	60	100
2	MPRBA 302	Business Policy and Strategic Management	3		3	40	60	100
3	MPRBA 303	Operations Research	3		3	40	60	100
4	MPRBA 304	International Business Environment	3		3	40	60	100
5	MPRBA 305	Financial Management	3		3	40	60	100
6	MPRBA 306	Entrepreneurship Development	3		3	40	60	100
7	MPRBA 307	Research Methodology	3		3	40	60	100
8	MPRBA 308	Retail Management	3		3	40	60	100
9	MPRBA 309	Current Business Affairs (CBA )	2		2	50	-	50
10	MPRBA 310	Soft Skills (SS)		2	2	50		50
11	MPRBA 311	Minor Project	-		2	50		50
12	MPRBA 312	Viva-Voce	-		2		50	100
		<b>Total</b>	<b>26</b>	<b>2</b>	<b>32</b>	<b>470</b>	<b>530</b>	<b>1050</b>

CBA = Current Business Affairs

SS = Soft Skills

### SPECIALIZATION COURSES

The students shall take **Dual** specialization offered in IV and V trimesters. Each student has to choose **Two** specialization groups from the FIVE specialization groups offered during IV & V Trimesters. Following is the Course Structure for IV & V Trimesters.

#### Trimester IV Course Structure

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
1	MPRBA-XX-401	Course 1 (A/B/C/D/E)	3	3	40	60	100
2	MPRBA-XX-402	Course 2 (A/B/C/D/E)	3	3	40	60	100
3	MPRBA-XX-403	Course 3 (A/B/C/D/E)	3	3	40	60	100
4	MPRBA-XX-404	Course 4 (A/B/C/D/E)	3	3	40	60	100
5	MPRBA-XX-405	Course 1 (A/B/C/D/E)	3	3	40	60	100
6	MPRBA-XX-406	Course 2 (A/B/C/D/E)	3	3	40	60	100
7	MPRBA-XX-407	Course 3 (A/B/C/D/E)	3	3	40	60	100
8	MPRBA-XX-408	Course 4 (A/B/C/D/E)	3	3	40	60	100
9	MPRBA-XX-409	CBA	2	2	50		50
10	MPRBA-XX-410	Business Games		2	50		50
		<b>Total</b>	<b>26</b>	<b>28</b>	<b>420</b>	<b>480</b>	<b>900</b>

CA- Continuous Assessment, TEA- Trimester End Assessment

### Trimester V Course Structure

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
1	MPRBA-XX-501	Course 5 (A/B/C/D/E)	3	3	40	60	100
2	MPRBA-XX-502	Course 6 (A/B/C/D/E)	3	3	40	60	100
3	MPRBA-XX-503	Course 7 (A/B/C/D/E)	3	3	40	60	100
4	MPRBA-XX-504	Course 8 (A/B/C/D/E)	3	3	40	60	100
5	MPRBA-XX-505	Course 5 (A/B/C/D/E)	3	3	40	60	100
6	MPRBA-XX-506	Course 6 (A/B/C/D/E)	3	3	40	60	100
7	MPRBA-XX-507	Course 7 (A/B/C/D/E)	3	3	40	60	100
8	MPRBA-XX-508	Course 8 (A/B/C/D/E)	3	3	40	60	100
9	MPRBA-XX -509	Current Business Affairs	2	2	50		50
10	MPRBA-XX -510	Soft Skills	2	2	50		50
11	MPRBA-XX-511	Comprehensive Viva Voce		3		150	150
		<b>Total</b>	<b>28</b>	<b>31</b>	<b>420</b>	<b>630</b>	<b>1050</b>

CA- Continuous Assessment, TEA- Trimester End Assessment

**Following are the Specialization Groups:**

#### A. Financial Management

#### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
1	MPRBA- FM 401	Financial Institutions and Markets	3	3	40	60	100
2	MPRBA- FM 402	Security Analysis and Portfolio Management	3	3	40	60	100
3	MPRBA- FM 403	Financial Engineering & Risk Management	3	3	40	60	100
4	MPRBA- FM 404	Strategic Financial Management	3	3	40	60	100

### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
5	MPRBA- FM 501	Management Control Systems	3	3	40	60	100
6	MPRBA- FM 502	Financial Services	3	3	40	60	100
7	MPRBA- FM 503	Financial Derivatives	3	3	40	60	100
8	MPRBA- FM 504	International Financial Management	3	3	40	60	100

### B. Human Resource Management

#### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
1	MPRBA -HR 401	Human Resource Planning	3	3	40	60	100
2	MPRBA- HR 402	Performance Management	3	3	40	60	100
3	MPRBA -HR 403	Human Resource Development	3	3	40	60	100
4	MPRBA- HR 404	Industrial Relations	3	3	40	60	100

#### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
5	MPRBA- HR 501	Conflict Resolution & Negotiation Skills	3	3	40	60	100
6	MPRBA- HR 502	Strategic HRM	3	3	40	60	100
7	MPRBA- HR 503	Global HRM	3	3	40	60	100
8	MPRBA- HR 504	Employment Laws	3	3	40	60	100

CA- Continuous Assessment, TEA- Trimester End Assessment

## C. Marketing Management

### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
1	MPRBA- MM 401	Sales and Distribution Management	3	3	40	60	100
2	MPRBA-MM 402	Consumer Behaviour	3	3	40	60	100
3	MPRBA-MM 403	Customer Relationship Management	3	3	40	60	100
4	MPRBA- MM 404	Logistics and Supply Chain Management	3	3	40	60	100

### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
5	MPRBA -MM 501	Services Marketing	3	3	40	60	100
6	MPRBA- MM 502	Global Marketing	3	3	40	60	100
7	MPRBA -MM 503	Retail Marketing	3	3	40	60	100
8	MPRBA- MM 504	Management of Advertising	3	3	40	60	100

## D. Systems

### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
1	MPRBA- SY 401	Systems Analysis and Design	3	3	40	60	100
2	MPRBA- SY 402	E-Commerce	3	3	40	60	100
3	MPRBA- SY 403	Data Base Management Systems	3	3	40	60	100
4	MPRBA- SY 404	Enterprise Resource Planning	3	3	40	60	100

### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
5	MPRBA -SY 501	Business Process Reengineering	3	3	40	60	100
6	MPRBA- SY 502	Business Intelligence	3	3	40	60	100
7	MPRBA- SY 503	IT for Corporate Communications	3	3	40	60	100
8	MPRBA- SY 504	Network operations	3	3	40	60	100

		Management					
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### E. Insurance Management

#### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
1	MPRBA-IN 401	Risk Management	3	3	40	60	100
2	MPRBA-IN 402	Principles and Practices of Insurance	3	3	40	60	100
3	MPRBA- IN 403	Life Insurance & Products	3	3	40	60	100
4	MPRBA- IN 404	General Insurance & Products	3	3	40	60	100

#### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEA	
5	MPRBA- IN 501	Elements of Actuarial Science	3	3	40	60	100
6	MPRBA- IN 502	Insurance Law and Regulations	3	3	40	60	100
7	MPRBA- IN 503	Underwriting and Claims Management	3	3	40	60	100
8	MPRBA- IN 504	Insurance Marketing	3	3	40	60	100

CA- Continuous Assessment, TEA- Trimester End Assessment

#### Trimester VI

#### VI SEMESTER Major Project work for 10 Weeks

S. No.	Code No.	Title of the Course	Credits	Marks		Total
				Internal	External	
1.	MPRBA- 601	Project Seminar	2	50	-	50
2.	MPRBA -602	Project Evaluation*	4		200	200
		<b>Total</b>	<b>6</b>	<b>50</b>	<b>200</b>	<b>250</b>

\* Project Report Evaluation is double valuation by internal and external examiners for 200 marks and average marks shall be taken into consideration.

## 2.0 CREDIT BASED SYSTEM

- 2.1 The course content of individual subjects - theory as well as practicals/tutorials is expressed in terms of a specified number of credits. The number of credits assigned to a subject depends on the number of contact hours (lectures & tutorials) per week.
- 2.2 In general, credits are assigned to the courses based on the following contact periods per week per trimester.  
 N lecture sessions per week --- N = 1 Credit  
 Two periods of practicals --- 1 Credit  
 Three or more periods of practicals --- 2 Credits
- 2.3 The curriculum of MBA programme is designed to have a total of **147** credits for the award of MBA degree. A student is deemed to have successfully completed a particular trimester's programme of study when the student earns all the credits of that trimester and has no 'F' grade in any subject of that trimester.

## 3.0 CONTINUOUS ASSESSMENT AND EXAMINATIONS

3.1 The assessment of the students' performance in each course will be based on continuous internal evaluation and trimester-end examination. The marks for each of the component of assessment are as follows:

### Assessment Procedure

S.No.	Component of assessment	Marks allotted	Type of Assessment	Scheme of Examination
1	Internal	40	Continuous evaluation	(i) Mid Trimester examination : 15 marks. (ii) Two surprise subject related Quizzes. : 5 marks each = 10/ or Situational Role play for 10 marks (iii) class room Presentation / Case Discussion / Workshops / Group Discussion : 10 marks (v) Attendance : 5 marks.
	External			
	Total	60	Trimester-end examination	The trimester-end examination in theory subjects : 60 marks.  Note: In case of courses having practicals, the theory examination for 40 marks and practical exam for 20 marks.
		100		
2	Minor Project (Four Weeks)	50	Project evaluation	(i) 30 marks for project report. (ii) 20 marks for its presentation..
3	Major Project work		Project	(i) 200 marks for Project report

	( 10 weeks)	250	evaluation	(ii) 50 marks for project seminar.
4	Viva Voce (At end of III Trimester)	100	Viva Voce.	Viva on all the courses of study up to III trimester, and industrial visits of all the three Trimesters.
5	Comprehensive Viva (At end of V Trimester)	150	Viva-voce.	Viva to all the courses of study and industrial visits of all the five trimesters and minor project report.
6	Current Business Affairs	50	i) On- Line Tests	i) Online TEST: Best six out of Eight tests: Marks:30 ii) Group Discussion: Best Two out of Three: Marks:20
7	Soft Skills	50	Scores secured in the objective type tests	Best Two out of three shall be considered for 50 marks.
8	Business Games	50	Performance during the Business Games Sessions	Scores secured in the Business Games shall be considered for 50 marks.

### 3.2 Attendance Marks

The attendance marks (maximum 5) shall be allotted as follows:

Percentage of Attendance	Marks
80% to 84 %	1
85% to 89%	2
90% to 94%	3
95 % to 99%	4
100%	5

### 3.3 Class Room Seminars, Case Discussions and Assignments

In the case of class room seminars, each student has to prepare a write up on a topic given by the concerned faculty and present the same in the class room, for which marks up to maximum of 5 will be awarded.

In respect of case discussion, the total class will be divided into number of small groups and asked to discuss and present individually on a chosen topic, on the basis of which marks up to 5 will be awarded.

### 3.4 Viva-voce :

The Viva – Voce shall be arranged at the end of III, V and VI trimesters. The contents and marks for each Viva-Voce shall be as follows.

### **III Trimester end**

Viva voce on the course of study and industrial visits of all three trimesters: 100 marks.

### **V Trimester end**

Comprehensive Viva on all the courses of study, industrial visits, and minor project report relating to I to V trimesters : 150 marks.

### **VI Trimester end**

Project Seminar	: 50 Marks
Project Evaluation	: 200 Marks

## **4.0 INTERACTION WITH INDUSTRY**

In order to make MBA more relevant to the needs of the industry, close interaction with industry shall be arranged through the following means:

### **4.1 Guest and Visiting Faculty**

Senior Executives from industry shall be invited periodically to serve as guest and visiting faculty. **At least two guest lecturers** by industry professionals shall be arranged in each trimester. Attendance for guest lecturer is compulsory. The student should submit a report on the each guest lecturer and has to submit the same to the respective faculty member.

### **4.2 Industrial Visits**

Students shall make not less than **one industrial visit** in each trimester. A brief account of these visits shall be prepared and produced at the time of the viva-voce to be held at the end of III and V Trimesters.

### **4.3 Minor Project**

The students has to undertake a minor project during summer vacation at the end of first year for **four weeks** and has to submit the report.

### **4.4 Internship / Major Project**

Candidates shall undergo practical training in an organization for a minimum period of **10 weeks**. The student has to undergo practical training in all the functional areas of the organization and then concentrate on a particular topic for preparing major Project Report under the supervision of one of the senior executives of the organization and one of the

faculty members as project guide. A major project report incorporating observations, findings and suggestions related to the field of training shall be submitted within **two weeks** after the completion of the training. The major project report shall be accompanied by a certificate of practical training obtained from the concerned organization.

## **5.0 EXAMINATION – MEDIUM, DURATION AND PATTERN**

**5.1** The medium of trimester end examination for all the courses shall be English with exception of languages ( other than English)

**5.2** The duration of each examination shall be three hours. In case of courses having practicals, the duration of the theory exam shall be for **two hours and for Practical examination shall be for 90 minutes.**

### **5.3 Current Business Affairs**

Following shall be the examination pattern of Current Business Affairs and Soft Skills.

(i) Conduct of group discussion: Best two out of three will be considered and marks: 20

(ii) Conduct of online test : six out of eight test and marks: 30

Students will be given a business periodicals every week and group discussion and online test will be conducted in the issue announced in advance.

Students are required to secure minimum **20** marks out of maximum 50 marks. Instant examination will be conducted for failed candidates.

### **5.4 Soft Skills**

Performance during the session on scores secured in the tests conducted by the trainer. Best two scores out of three shall be considered for 50 marks.

Students are required to secure minimum **20** marks out of maximum 50 marks. Instant examination will be conducted for failed candidates.

### **5.5 Business Games**

Performance during the session on scores secured in the business games conducted by the trainer for 50 marks.

Students are required to secure minimum **20** marks out of maximum 50 marks. Instant examination will be conducted for failed candidates.

## 6.0 EXAMINATION PATTERN

- A. The following shall be the structure of the question papers of different courses with exception of courses mentioned other than problem papers and computer papers without practicals.

S. No.	Pattern	Marks
1.	<b>Section A</b> : Five one page answer questions ( Five out of Eight to be answered, at least one question from each unit).	5 X 2 = 10 Marks
2.	<b>Section B</b> : Five short Essay type questions (Either or choice Questions from each unit)	5 X 8 = 40 Marks
3.	<b>Section C : One Case let</b> ( not more than 200 words)	1 X 10 Marks
	<b>Total</b>	<b>60 Marks</b>

- B. The following shall be the structure of question paper for courses with numerical problems (Quantitative Courses).

S. No.	Pattern	Marks
1.	<b>Section A</b> : Five questions ( both theory and problems) ( Five out of Eight to be answered, at least one question from each unit).	5X 4 = 20 Marks
2.	<b>Section B : Theory/Problems/Case let</b> (Either or choice Questions from each unit)	5 X 8 = 40 Marks
	<b>Total</b>	<b>60 Marks</b>

- C. The following shall be the structure of question paper for Computer related courses **and Communication courses having practicals** :

S. No.	Pattern	Marks
1.	<b>Section A</b> : Five one page answer questions ( Five out of Eight to be answered).	5 X 2= 10 Marks
2.	<b>Section B</b> : Five short Essay type questions (Either or choice Questions from each unit)	5 X 6 = 30 Marks
3.	<b>Practicals</b>	20 Marks
	<b>Total</b>	<b>60 Marks</b>

- D. The Following shall be the structure of question paper for theory courses without case studies.

S. No.	Pattern	Marks
1.	<b>Section A</b> : Five one page answer questions ( Five out of Eight to be answered).	5 X 3= 15 Marks
2.	<b>Section B</b> : Five short Essay type questions (Either or choice Questions from each unit)	5 X 9 = 45 Marks
	<b>Total</b>	<b>60 Marks</b>

## 7.0 GRADING SYSTEM

- 10.1 Based on the students' performance during a given trimester, a final grade will be awarded at the end of the trimester in each course. The grades and the corresponding grade points are as given in Table 2.

**Table 2: Grades & Grade Points**

Sl. No.	Grade	Grade points	Absolute Marks
1	O	10	90 and above
2	A+	9	80-89
3	A	8	70-79
4	B+	7	60-69
5	B	6	50 – 59
6	C	5	40-49
7	F	Failed, 0	Less than 40

- 10.2 A student who earns a minimum of **5** grade points (C grade) in a course is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course.
- 10.3 The minimum of **24** marks in case of theory papers without practicals and minimum of **16** marks in case of theory papers with practicals to be secured in each paper at the trimester end examination in order to pass the course. The minimum pass percentage in case of Practical examinations shall be **40%**.
- 10.4. In case of courses like CBA, Soft Skills and Business Games/Workshops the minimum pass percentage shall be **40%**. But in case of Project Reports and Viva-Voce/Project Seminar/Project presentation, the minimum pass percentage shall be **40%** .

## 8.0 GRADE POINT AVERAGE

- 11.1 A Grade Point Average (GPA) for the trimester will be calculated according to the formula:

$$\text{GPA} = \frac{\Sigma [ C \times G ]}{\Sigma C}$$

Where

C = number of credits for the course,  
G = grade points obtained by the student in the course.

- 11.2 Grade Point Average (GPA) is awarded to those candidates who pass in all the subjects of the trimester.
- 11.3 To arrive at Cumulative Grade Point Average (CGPA), a similar formula is used considering the student's performance in all the courses taken in all the trimesters completed up to the particular point of time.
- 11.4 The requirement of CGPA for a student to be declared to have passed on the successful completion of the MBA programme and for the declaration of the class is as shown in Table 3.

**Table 3: CGPA required for award of Degree**

<b>Distinction</b>	<b>≥ 8.0*</b>
<b>First Class</b>	<b>≥ 7.0</b>
<b>Second Class</b>	<b>≥ 6.0</b>
<b>Pass</b>	<b>≥ 5.0</b>

\* In addition to the required CGPA of 8.0, the student must have necessarily passed all the courses of every trimester in the first attempt.

## **9.0 EVALUATION:**

The answer scripts of Trimester-end examinations shall be subjected to double valuation. While the scripts of Mid-Trimester shall be valued by the internal faculty who taught the course; the scripts of Trimester-end examinations shall be valued by both internal faculty who taught the course and external faculty who has put in three years of experience in teaching the particular course at Post Graduate level.

## **10.0 REAPPEARANCE**

- 10.1 A Student who has secured 'F' Grade in any theory course of any trimester shall have to reappear for the trimester end examination of that course in the following year.
- 10.2 A student who has secured 'F' Grade in Project work shall have to improve his report and reappear for viva – voce of project work at the time of special examination.
- 10.3 A student who has secured 'F' Grade in Practicals shall have to reappear for Special Examination.

## **11.0 SPECIAL EXAMINATION**

A student who has completed the stipulated period of study for the MBA programme and still having failure grade ('F') in not more than 3 theory courses excluding practical

examination and Project Viva voce, may be permitted to appear for the special examination, which shall be conducted in the summer vacation at the end of the last academic year.

## **12.0 IMPROVEMENT OF GRADES:**

The candidates will be permitted to re-appear course wise along with their juniors for any Trimester end examination to improve their grades and class within the six trimesters. If any student wants to improve grades and class in case of IV and V trimester, the candidates will be allowed for special examination, which shall be conducted in the summer vacation at the end of the last academic year.

## **13.0 ELIGIBILITY FOR AWARD OF THE MBA DEGREE**

### **13.1 Duration of the programme:**

A student is ordinarily expected to complete the MBA programme in six trimesters of two years. However a student may complete the programme in not more than four years including study period. However the above regulation may be relaxed by the Vice Chancellor in individual cases for cogent and sufficient reasons.

13.2 A student shall be eligible for award of the MBA degree if fulfils the following conditions.

- a) Registered and successfully completed all the courses and projects.
- b) Successfully acquired the minimum required credits as specified in the curriculum within the stipulated time.
- c) Has no dues to the Institute, hostels, Libraries, NCC / NSS etc, and
- d) No disciplinary action is pending against him / her.

## **SYLLABUS**

**Master of Business Administration (MBA)  
Programme Code MPRBA201000**

### **TRIMESTER I:**

<b>S. No.</b>	<b>Code No.</b>	<b>Title of the Course</b>
1.	MPRBA 101	Principles and Practice of Management
2.	MPRBA 102	Business Communication
3.	MPRBA 103	Managerial Economics
4.	MPRBA 104	Indian Business Environment
5.	MPRBA 105	Financial Accounting and Analysis
6.	MPRBA 106	Organizational Behaviour
7.	MPRBA 107	I.T. for Management
8.	MPRBA 108	Quantitative Methods – I

## MPRBA-101: PRINCIPLES AND PRACTICE OF MANAGEMENT

*The objective of this course is to enable the students to understand the fundamental principles and the practice of management*

**UNIT I:** Introduction to Management- Management Thought – Functions and Principles of Management; Corporate social responsibility.

**UNIT II:** Planning- Planning Premises, Types and Steps in Planning - Decision making and forecasting, Steps in Decision making - Management by objectives (MBO) and Decision Tree Analysis.

**UNIT III:** Organizing- Structure, Types of Organizations, Principles of Organizing, Delegation, and Decentralization of Authority - Line and Staff functions.

**UNIT IV:** Leading- Leadership, Styles of leadership, Theories of Leadership - Blake and Moutons Managerial Grid - Motivation, Process, Maslows, McGregor and Hertzberg Theories of Motivation.

**UNIT V:** Controlling - Importance, Process of Controlling - Making controlling effective – Techniques of Controlling.

### Case let (Not Exceeding 200 Words)

#### Text Book

Heinz Wehrich, Mark V Cannice & Harold Koontz., **Management a Global and Entrepreneurial Perspective.** Tata McGraw -Hill Publishing Company. New Delhi: 2008.

#### Reference Books

1. Balasubrahmanian. N., **Management Perspectives.** Mac Millan India Ltd. New Delhi: 2007.
2. Burton Gene & Thakur Manab., **Management Today Principles and Practice.** TMH. New Delhi: 2004.
3. Charles Hill, Steven McShane., **Principles of Management.** TMH. New Delhi: 2008.
4. Hill, McShane., **Principles of Management.** TMH, New Delhi: 2007.
5. Luis Gomez Mejia, David B Balkin, Boulder, Robert Cardy., **Management.** TMH. New Delhi: 2008.
6. Sherlakar., **Principles and Practice of Management.** Himalaya Publishing House Ltd. New Delhi: 2007.
7. Stoner, Freeman and Gilbert., **Management.** Princtice Hall of India Pvt.Ltd. New Delhi: 2007.
8. Terry and Franklin., **Principles of Management.** AITBS Publishers. New Delhi: 2007.
9. Thomas S Bateman, Scott A Snell., **Management.** TMH. New Delhi: 2008.
10. Tim Hannagan., **Management Concepts and Practices.** Mac Millan India Ltd. New Delhi: 2007.

#### Journals

1. Business Today, The India Today Group, New Delhi
2. Business World, ABP Pvt Ltd, New Delhi
3. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
4. Harvard Business Review, Harvard Business School Publishing Co. USA
5. Indian Management, AIMA, New Delhi
6. Vikalpa, IIM, Ahmedabad

## **MPRBA 102: BUSINESS COMMUNICATION**

*Objective of this course is to enable the students to understand the significance of effective writing and to improve his skills of comprehending and writing business documents.*

**UNIT I:** Understanding the Foundations of Business Communication- Applying the Three Step Writing Process.

**UNIT II:** Writing Letters, Memos, Email and other Brief Messages.

**UNIT III :** Planning, Writing and Completing Reports and Proposals.

**UNIT IV:** Designing and Delivering Oral Presentations.

**UNIT V :** Writing Employment Messages and Interviewing for jobs.

**Case let (Not Exceeding 200 words)**

### **Text Book**

Bovee, Thill, Schatzman., **Business Communication Today**. New Delhi: 2008.

### **Reference Books**

1. Herta A Murphy, Herbert W Hidebrandt, Jane P Thomas., **Effective Business Communication**. The Mcgraw-Hill Company. New Delhi: 2008.
2. K.K Ramachandra laksmi, Kartik. M. Krishna Kumar., **Business Communication**. MacMillan India Ltd.2007.
3. Shirley Taylor., **Communication for Business**. Pearson Education.2007.

### **Journals**

1. Business Communication Quarterly, Association for Business Communication, New York.
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.
3. Journal of Technical Writing and Communication, Charles H Sides, Baywood Publication, New York.

## MPRBA-103: MANAGERIAL ECONOMICS

*The objective of this course is to introduce to the students microeconomic analysis useful for management decision -making and to enhance the students understanding of the importance of managerial economic topics. Specific learning objectives includes*

**UNIT I :** Managerial Economics – Nature and scope of Managerial Economics – Difference between Economics and Managerial Economics.

**UNIT II :** Demand and Supply Analysis – Meaning -Determinants of demand- Law of Demand- Demand Schedule –Determinants of Supply- Elasticity of demand-Types of Elasticity of demand- Demand forecasting.

**UNIT III :** Production Analysis- Production functions-Long Run and Short Run Production Function -Isoquants.

**UNIT IV :** Cost Analysis – Introduction to Cost concepts – Variable Cost, Fixed Cost, Total Cost, Average Cost , Marginal Cost, Opportunity Cost - Cost curves - Economies of Scale- Introduction to pricing -Introduction to Profit .

**UNIT V :** Market Analysis - Meaning of Market –Basis for classification of Market-Kinds of Competition –Features of perfect competition , monopoly, monopolistic and oligopoly Market - Price and Output determination under perfect competition, monopoly, monopolistic, oligopoly Market .

**Case let (Not Exceeding 200 words)**

### **Text Book**

D.N. Dwivedi., **Managerial Economics.** Vikas Publications.New Delhi: 2007.

### **Reference Books**

1. Christopher, R. Thomas & S. Charles., **Managerial Economics.** TMH. New Delhi: 2007.
2. Dr.D.M.Mihtani., **Managerial Economics.** Himalaya Publishing House. Mumbai:2007.
3. James Brickley, Clifford W. Smith, Jerold Zimmerman., **Managerial Economics.** McGraw Hill Publications. New York:2007.
4. P.L. Mehta., **Managerial Economics.** S.Chand & Sons. New Delhi:2007.
5. Peterson H.Craig Lewis W. Chris and Jain Sudhir K., **Managerial Economics.** Pearson Education. 2007.
6. V.L.Mote,S Paul,G.S.Gupta., **Managerial Economics.** TMH. New Delhi: 2007.

### **Journals**

1. Economic and Political Weekly, A Sameekha Trust Publication, Mumbai
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
3. Indian Economic Journal, Academic Foundation, New Delhi
4. The Economist, The Economist News Paper Ltd., Singapore.

## **MPRBA-104: INDIAN BUSINESS ENVIRONMENT**

*The objective of the course is to make students understand the basic facets of Indian business environment and to acquaint the students with the emerging issues in business at National level in the light of New Economic Policies*

### **PART I**

**UNIT I :** Business environment- Over view – Concept and Significance- Kinds of environment – Economic, Political, Legal, Social and Technological environment –Influence on Business.

**UNIT II:** Theoretical Frame work and Functioning of the Economy: Economic system types – Objectives of five year Planning – LPG policy in India.

**UNIT III** Industrial Policy statement of the government –New industrial policy1991 - Competition Act – MNCs.

### **PART II (MACRO ECONOMIC CONCEPTS)**

**UNIT IV:** Behavioral and Technical Function: Consumption Function-Components of Consumption – Investment Function - Components of Investment -Keynesian IS-LM Framework.

**UNIT V:** Economic Concepts and Policies: National Income: Definition –Concepts-measurement – Monetary and Fiscal policy –Business cycles –Theories –Phases.

### **Case let (Not Exceeding 200 words)**

#### **Text Books**

1. G.S. Gupta., **Macro Economics - Theory and Application**. Tata Mc Graw-Hill Publishing. New Delhi: 2007.
2. S Francis Cherunilam., **Business Environment**. Himalaya Publishing House. New Delhi: 2008.

#### **Reference Books**

1. C Rangarajan & BH. Dholakia., **Managerial Economics**. Tata McGraw-Hill Publishing. New Delhi: 2006.
2. Misra & Puri., **Indian Economy**. Himalaya Publishing House. New Delhi: 2006
3. Paul, Justin., **Business Environment (Text and Cases)**. Tata McGraw-Hill. New Delhi: 2006.
4. Ruddradutt & KPM.Sundaram., **Indian Economy**. S. Chand & Co. Ltd. New Delhi: 2008.
5. Shaikh Saleem., **Business Environment**. Pearson Education. New Delhi: 2006.

#### **Journals**

1. Business Today, The India Today Group, New Delhi
2. Business World, ABP Pvt. Ltd, New Delhi
3. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
4. Indian Management, AIMA, New Delhi
5. Management Review, IIM, Bangalore

6. Vikalpa, IIM, Ahmedabad

### **MPRBA-105: FINANCIAL ACCOUNTING AND ANALYSIS**

*Objective of the course is to equip the students with financial accounting concepts and methods with managerial perspective*

**UNIT I:** Accounting – Nature and Scope of Accounting-Definition and Significance of Accounting - Principles of accounting – concepts and conventions of Accounting – users of accounting information – branches of accounting – GAAP.

**UNIT II:** Processing of Transactions- Double entry system – process of recording transactions- preparation of Ledgers - objectives and methods of Trial Balance- preparation of Trial Balance. (NP)

**UNIT III:** Preparation of Financial Statements – Preparation of trading account – Profit and Loss Account – Balance Sheet – Accounting Equation – Accounting treatment of adjustments.(NP)

**UNIT IV:** Financial Statement Analysis- : Funds flow analysis – Statement of funds from operations – preparation of Funds flow statement. Cash flow analysis – Statement of cash from operations – preparation of Cash Flow Statements (NP)

**UNIT V:** Ratio Analysis - Meaning and Types of Ratios – Ratios measuring short term solvency and long term solvency – Turnover Ratios – Profitability Ratios – Interpretation of ratios - Managerial uses and limitations of Ratio Analysis. (NP)

**(A Work shop will be organized by external organization for minimum of 3 days on Applications of Financial Tally Package which carry 10 marks included in internal assessment in place of class room participation ).**

#### **Text Book**

R. Narayanaswamy., **Financial Accounting – A Management Perspective**. Third Edition.PHI. New Delhi: 2007.

#### **Reference Books**

1. Hanif and Mukarjee ., **Financial Accounting**. Tata Mcgraw Hills Ltd. New Delhi: 2007.
2. Jawahar Lal., **Accounting for Managers**. Himalaya Publishers. New Delhi: 2007.
3. Maheswari S.N & Maheswari S.K., **Introduction to Financial Accounting**. Vikas Publishing House. New Delhi: 2005.
4. Tulsian P.C., **Financial Accounting**. Volume I, Pearson Education. New Delhi: 2006.

#### **Journals**

1. Finance India, Indian Institute of Finance, New Delhi.
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.
3. ICFAI Journal of Accounting Research, ICFAI University Press, Hyderabad
4. Journal of Accounting and Finance, Jaipur.
5. Journal of Management and Accounting Research, ICAI, New Delhi.

## **MPRBA-106: ORGANIZATIONAL BEHAVIOR**

*The objective of this course is to understand Organizational Behavior and appreciate the foundations of individual and group behavior*

**UNIT I:** Introduction - Organizational Behavior – Nature – Management Functions – Management Roles – Management Skills – Systematic Study; Foundations of Individual Behavior-Attitudes – Types of Attitudes.

**UNIT II:** Perception and Motivation - Perception - Factors – Motivation – Nature; Theories of Motivation – Hierarchy Needs Theory – Two-Factor Theory – Expectancy Theory; Applications of Motivation.

**UNIT III:** Foundations of Group Behavior - Groups – Nature – Classification; Stages of Group Development – Group Structure – Group Decision-Making; Leadership – Nature – Theories – Trait Theories – Behavioral Theories – Contingency Theories.

**UNIT IV:** Organizational Structure – Nature – Work Specialization – Departmentalization – Chain of Command – Span of Control – Centralization and Decentralization; Organizational Designs – The Simple Structure – The Bureaucracy – The Matrix Structure – The Team Structure – The Virtual Organization – The Boundary less Organization.

**UNIT V:** Organizational Culture and Change Management - Organizational Culture – Nature – Cultures Functions - Approaches to Managing Organizational Change – Lewins Model – Kotters Plan for Implementing Change – Organizational Development Techniques.

### **Case let (Not Exceeding 200 words)**

#### **Text Book**

Robbins, Stephen & Sanghi S., **Organizational Behavior**. Pearson Education. 2007.

#### **Reference Books**

1. Laurie J. Mullins., **Management and Organizational Behavior**. Oxford Publishers. New Delhi: 2007.
2. Mc Shane & Von Glinow., **Organizational Behavior**. Mc Graw Hill Publications. New Delhi: 2008.
3. Udai Pareek., **Organizational Behavior**. Oxford Publishers. New Delhi: 2008.

#### **Journals**

1. Business Manager, Alwar
2. Business today, The India Today Group, New Delhi
3. Business World, ABP Pvt. Ltd. New Delhi
4. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.
5. Harvard Business Review, Harvard Business School Publishing Co. USA
6. Indian Management, AIMA, New Delhi

7. Vikalpa, IIM, Ahmedabad

## **MPRBA-107: INFORMATION TECHNOLOGY FOR MANAGEMENT**

*The objective of the course is to acquaint the students with an overview of the information technology and information systems.*

**UNIT I:** Introduction to Computers: Basic Architecture of Computers, Classification of Computers, Types of Soft ware: System Software and Application soft ware.

**UNIT II:** MS-Office: MS-Word -Document Management, Table Handling, Mail Merge, MS-Excel – Cell Management, Entering Formulas, Working with Functions, MS-Power Point – Working with Slides, Enhancing PPT with animation schemes, MS-Access – Database Concept, creation of tables, using forms

**UNIT III:** Information Systems: Concept, Significance, Uses of MIS, Types of Information Systems: Functional, Support Systems, Structure of MIS: Physical and Conceptual.

**UNIT IV:** Introduction to Networks: Types of Networks, Network Topology, Internet, Intranet and Extranet.

**UNIT V:** Security & Trends: Security in ISM, Trends in ISM, Issues in ISM, Ethics in ISM, Measures of E-payment.

\* II Unit will require Lab Sessions

### **Text Book:**

Turban, Mclean, Wetherbe., **Information Technology for Management-** Transforming organization is the digital economy, 4<sup>th</sup> Edition, Wiley Publications. New Delhi: 2007

### **Reference:**

1. C.S.V.Murthy., **E-commerce**. Himalaya Publishing House. 2004.
2. Dhiraj Sharma., **Foundations of IT**. Excel Books. New Delhi: 2008.
3. G.V.Satya Sekhar., **Management Information Systems**. Excel Books Limited. New Delhi: 2007.
4. Laudon and Laudon., **Management Information Systems**. Tata Mc Graw Hills. New Delhi: 2006.
5. Peter Norton., **Introduction to Computers**. Tata Mc Graw Hills. New Delhi: 2006.
6. W.S.Jawadekar., **Management Information Systems**. Prentice Hall of India. New Delhi: 2007.

### **Journals**

1. Data Quest, New Delhi
2. GITAM Journal of Management, GIM,GITAM University, Visakhapatnam
3. Indian Journal of Science and Technology, Chennai.

#### 4. Information Technology, New Delhi

### **MPRBA-108: QUANTITATIVE METHODS – I**

*The objective of this course is to gain an appreciation for the role quantitative methods play in business decision-making.*

**UNIT I :** Basic Mathematics- Theory of Indices: Definition, Types of indices, Properties of indices, basic problems on indices. Equations: Types of equations, Solving of linear equations in one and two variables, Quadratic equations with one variable.

**UNIT II :** Matrix Algebra- Definition of matrix, types of matrices, Matrix operations, Transpose of Matrix, determinant of matrix, Inverse of matrix, Solving of equations by Matrix Inverse method and by Cramers Rule.

**UNIT III:** Differential Calculus- Introduction, Basic laws of differentiation, Product Rule, Division Rule and Substitution methods, Differentiation of higher orders, Maxima & Minima of the function, Applications of differentiation in business.

**UNIT IV:** Integral Calculus- Introduction, Basic laws of Integration, Product Rule, Quotient Rule, Applications of Integration in business.

**UNIT V:** Basic Concepts of Probability - Introduction, Permutation & Combination, Types of events, Definition of Probability, Conditional Probability, Laws of Probability, Problems in probability.

#### **Problems in all the above Units**

#### **Text Book**

Anand Sharma., **Business Mathematics and Analytics**. Himalaya Publishing House. Mumbai: 2007.

#### **Reference Books**

1. G.R.Veena., **Business Mathematics**. New Age International Publishers. New Delhi: 2006.
2. J.K.Singh., **Business Mathematics**. Himalaya Publishing House. Mumbai: 2007.
3. M. Raghavachari., **Mathematics for Management –An Introduction**. Tata McGraw Hill. New Delhi: 2007.
4. R.P. Gupta & Pratibha Gupa., **Business Mathematics**. Galgotia Publishing Company. New Delhi: 2008
5. V. Sundaresan & S.D. Jeyaseelan., **An Introduction to Business Mathematics**. S.Chand & Company Ltd. New Delhi: 2006.

#### **Journals**

1. International Journal of Operations and Quantitative Management, College of Business, Prairie View A&M University , USA.
2. Journal of Applied Mathematics and Stochastic Analysis, Hindawi Publishing Corporation, Florida Institute of Technology, USA.
3. Journal of Applied Quantitative Methods, Association for Development through Science and Education, Romania .
4. Journal of Financial and Quantitative Analysis, Foster School of Business, University of Washington.

### **TRIMESTER II:**

<b>S. No.</b>	<b>Code No.</b>	<b>Title of the Course</b>
1	MPRBA 201	Business Laws
2	MPRBA 202	Managerial Communication
3	MPRBA 203	Human Resource Management
4	MPRBA 204	Cost Management
5	MPRBA 205	Operations Management
6	MPRBA 206	Marketing Management
7	MPRBA 207	Quantitative Methods – II
8	MPRBA 208	Risk & Insurance Management

## **MPRBA-201: BUSINESS LAWS**

*The objective of the paper is to impart the student the legal aspects of business transactions.*

**UNIT I:** Importance of Contract Act – Meaning and kinds of Contract – Essentials of a Contract – Offer and Acceptance – Free Consent – Capacity of the Parties – Lawful Consideration – Legality of Object – Performance of contract – discharge of contract – Quasi Contract.

**UNIT II:** Sale of Goods Act – sale and Agreement to Sell – Conditions and Warranties – Transfer of Property – Rights of Unpaid Seller – Law of Agency – Definition – Kinds of Agents – Creation of Agency – Rights and Duties of agent and principal – Termination of Agency.

**UNIT III:** Partnership Act 1932 – Meaning and Scope Partnership – formation of Partnership – Registration of partnership - Kinds of partners – dissolution of a partnership firm.

**UNIT IV:** The Negotiable instruments Act, 1881: Meaning of Negotiable Instrument – Types – parties (Holders and Holder on due course) – Negotiation (Endorsement and kinds of endorsement) - Discharge and modes of Discharge.

**UNIT V:** Company Law – Definition and kinds of companies – formation and advantages of incorporation of a company – Memorandum of Association – Articles of Association – Prospects – Winding up of a company.

### **Case let (Not Exceeding 200 words)**

#### **Text Book**

Akileshwar Pathak., **Legal aspects of Business**. Tata Mc Graw Hill Ltd. New Delhi: 2007

#### **References Books**

1. Avatar Singh., **Principles of Mercantile Law**. Eastern Book Company. Lucknow: 2007.
2. Gulshan & G.K. Kapoor., **Business Law**. New Age Publishers. New Delhi: 2005.
3. Gulshan .S.S., **Business Law**. Excel Books. New Delhi: 2006.
4. N.D. Kapoor., **Business & Corporate Laws**. Sultan Chand. New Delhi: 2007.

#### **Journals**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. ICAI Journal of Business Laws, ICAI University Press, Hyderabad

## **MPRBA-202: MANAGERIAL COMMUNICATION**

*The objective of this paper is to make the students to understand organizational communication and the impact interpersonal relationships have on interpersonal communication and gain a perspective on the Management process and its dependence on communication.*

**UNIT I:** Communication and Management – The Paradox of Human Communication – The Management Process and Communication- Communication as a process - Achieving effectiveness in Human Communication;

**UNIT II:** Management of Interpersonal Communication – Intrapersonal Foundations for Communication – Motivation; Perception; Emotions.

**UNIT III:** Models for Understanding Interpersonal Relationships- Models - Exchange Theory; Johari Window; Transactional Analysis.

**UNIT IV:** Barriers – Power Differences - Language - Defensiveness - Gateways – Interpersonal Trust - Listening - Feedback - Nonverbal Communication – Nondirective Counseling.

**UNIT V:** Interpersonal Influence - Interpersonal Influence – The Influence Process – Resistance to Change – Organizational Limitations to Interpersonal Influence;

### **Case let (Not Exceeding 200 words)**

#### **Text Book**

Wofford, Gerloff and Cummins., **Organizational Communication – The Keystone to Managerial Effectiveness.** McGraw-Hill. 1977.

#### **Reference Books**

1. Bovee & Thill., **Business Communication.** Pearson Education. 2007.
2. Lesikar & Flatley., **Basic Business Communication – Skills for Empowering the Internet Generation.** 9<sup>th</sup> Edition, McGraw-Hill. 2007.
3. Monippally, M M., **Business Communication Strategies.** McGraw-Hill. 2006.

#### **Journals**

1. Asia Pacific Journal of HRM, Asia Pacific Institute of Management, New Delhi
2. GITAM Journal of Management, GITAM University, Visakhapatnam
3. Harvard Business Review, Harvard Business Publishing Co., USA.

4. HRD Times, National HRD Net work, Hyderabad.
5. HRM Review, ICFAI University Press, Hyderabad
6. ICFAI Journal of HRM, ICFAI University Press, Hyderabad
7. ICFAI Journal of Organizational Behavior, ICFAI University Press, Hyderabad

### **MPRBA-203: HUMAN RESOURCES MANAGEMENT**

*The objective of the course is to study and to know how each manager is a human resource problem-solver and a diagnostician.*

**UNIT I** : INTRODUCTION – Meaning and importance of Human Resource Management – Functions of Human Resource Manager

**UNIT II** : ACQUAIRING – Human Resource Planning, and significance. Human Resource Planning process – Job analysis and design – Recruitment- selection

**UNIT III** : DEVELOPING - Objectives of Training – identifying training needs – Training methods and Evaluation – Human Resource Development

**UNIT IV** : REWARDING - Performance Evaluation and Management- Internal Mobility: Promotion, Transfer, Demotion- Methods for determining compensation: Basic, Variable and Supplementary compensation.

**UNIT V** : MAINTAINING – Quality of Work life: Workers participation, Workers welfare- Quality circles - collective bargaining – Discipline, safety and health – Human Resource Audit and information systems.

**Case let (Not Exceeding 200 words)**

#### **Text Book**

Flippo, Edwin B., **Personnel Management**. Tata McGraw Hill Publishing Co, New Delhi: 2007.

#### **Reference Books**

1. Dessler., **Human Resource Management**. Pearson Education. New Delhi: 2007.
2. H. John Bernardin., **Human Resource Management**. McGraw Hill Pub. 2007.
3. John M Ivancevich., **Human Resource Management**. McGraw Hill Pub. 2007.
4. Louis & Gomitz Mejia et. al., **Managing Human Resources**. Pearson Education. 2007.
5. Mirza S Saiyadain., **Human Resource Management**. McGraw Hill-4<sup>th</sup> Edn. 2009.
6. Noe, Hollenbeck, Gerhart & Wright., **Human Resource Management**. McGraw Hill Pub. 2006.
7. Raymond Andrew Noe, John R.Hollenbeck, East Lansing, Barry Gerhart., **Human Resource Management**. McGraw Hill Pub. 2007.
8. Raymond Andrew Noe, John R. Hollenbeck., **Fundamentals of Human Resource Management**. McGraw Hill Pub. 2007.
9. Rosemary Elixabeth Lucas, Hamish Mathieson & Benjamin Lupton., **Human Resource Management**. McGraw Hill Pub. 2007.
10. Wayne Cascio., **Human Resource Management**. McGraw Hill Pub. 2006.

## **Journals**

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.
2. Harvard Business Review, Harvard Business School Publication Co., USA.
3. HRM Review, The ICFAI University Press, Hyderabad.
4. Human Capital, HR Information Services, New Delhi.
5. Indian Journal of Industrial Relations, Sriram centre for Industrial Relations, New Delhi.

## **MPRBA 204 : COST MANAGEMENT**

*The objective of this course is to equip management students with various techniques of cost management.*

**UNIT I:** Elements of costs- Nature and Scope of Cost Accounting – Types of Direct and Indirect Material Cost- Issue of Materials- Pricing Methods- Labour cost- Direct and Indirect Labour Cost- Systems of Payment of Wages - Overheads-Classification, Allocation and Apportionment of Overheads.

**UNIT II:** Preparation of Cost Sheet- Preparation of Cost Sheet – classification of costs – prime cost – works cost – cost of production – cost of sales – Preparation of Cost sheet for special work orders.

**UNIT III :** Application of Break Even Analysis – Decision involving alternative choices – Make or buy Decisions – Exploring New Markets – Determination of sales mix – addition or deletion of a product.

**UNIT IV :** Activity Based Costing (ABC)– Meaning – Scope – Benefits and Limitations of Activity based Costing – Practical Illustrations

**UNIT V :** Budgeting and Budgetary Control –Meaning and types of budgets – Flexible budgets – production budgets – sales budgets – performance budgets – Zero Based Budgeting.

## **Text Book**

## **Reference Books**

1. Lal Nigam & Sharma., **Advanced Cost Accounting**. Himalaya Publishing House. Mumbai: 2005.
2. Khan & Jain., **Cost Accounting**. Tata Mc-Graw Hill Publishing House, New Delhi: 2005.
3. Shanna, Shashi K.Gupta., **Management Accounting**. Kalyani Publishers. New Delhi: 2005.
4. S.N. Maheswari., **Management Accounting**. S. Chand Publications. New Delhi: 2005.
5. S.K. Chakravarthy., **Cost and Management Accounting**. New Central Book Agency Ltd. Calcutta: 2004.
6. Tukaram Rao., **Cost Accounting**. New Age international. New Delhi: 2005.

## **Journals**

1. GITAM Journal of Management, GITAM University
2. Indian Journal of Commerce, IGNOU, New Delhi.
3. Journal of Management Accounting and Research, Jaipur.
4. The Chartered Accountant, New Delhi.
5. The Management Accountant, Kolkata.

## **MPRBA- -205: OPERATIONS MANAGEMENT**

*The objective of this course is to enable the student to understand the basic principles and techniques of Operations Management.*

**UNIT I:** Production and Operations management -Scope of Production and Operations management- Evolutionary Milestones- Types of Manufacturing systems- Services operations.

**UNIT II:** Production planning and control (PPC) -Stages in PPC- Aggregate planning –Basics of Project Management- Concept of Maintenance Management and Industrial Safety

**UNIT III:** Plant Location and Layout Planning- Plant Location -Factors affecting Plant location- Plant capacity - Supply chain Management -Types of Layouts.

**UNIT IV:** Productivity- Basic concepts of Productivity- Work Study- Method Study- Work Measurement.

**UNIT V:** Materials Management & Quality Management –Introduction to Materials Management- Costs associated with Inventory- Economic Ordering Quantity- ABC Analysis, Basic concepts of Total Quality Management (TQM)-Acceptance Sampling- Control Charts, JIT Production systems.

### **Cases involving problems**

#### **Text Book**

K.Aswhappa & K.Sridhara Bhat., **Production and Operations Management**. Himalaya Publishing House. NewDelhi: 2008

#### **Reference Books**

1. Adam, E, Everette, Ebert, J, Ronald, Jr., **Production and Operation Management**. Prentice Hall of India Pvt Ltd. New Delhi: 2007
2. Buffa, S.Elewood, Sarin, K, Rakesh., **Modern Production**. John Wiley & Sons. 2006
3. Gaither, Norman., **Production and Operation Management**. The Dryden Press. Chicago: 2006.
4. Mhulemann, Alan, Oakland, John, Lockery, Keith., **Production and Operation Management** . Macmillan India Ltd. 2007.
5. Nair, N.G., **Production and Operation Management**. Tata Mc-Graw Hill. NewDelhi: 2007
6. R. Panner Selvam., **Production and Operation Management**. Prentice-Hall of India (P) Ltd. New Delhi: 2007
7. S.N.Chary., **Production and Operations Management**. Tata Mc-Graw Hill Publishing Co Ltd. NewDelhi: 2007.

## Journals

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
2. International Journal of Operations and Quantitative Management, USA
3. Journal of Applied Mathematics and Stochastic Analysis ,Hindawi
4. Laghu Udyog Samachar, A Journal of small scale Industries, New Delhi.
5. Productivity, CBS Publishers and distributors, New Delhi.
6. Productivity Promotion, Delhi Productivity Council, New Delhi.

## MPRBA-206: MARKETING MANAGEMENT

*The objective of this course gives an overview of marketing concepts & principles, and focuses on enabling the students to apply the key concepts to practical business situations.*

**UNIT I:** Overview of Marketing – Introduction to Marketing –Definition, Nature, Scope & Importance of Marketing – Philosophies of Marketing – Recent trends in Marketing

**UNIT II:** Marketing Environment – Analysing Macro & Micro environment – Consumer behaviour – factors influencing buyer behaviour – buying process – Segmenting Targeting & Positioning

**UNIT III:** Marketing MIX – Elements of the marketing Mix – Product – Classification of Products – New Product Development – Product Life Cycle

**UNIT IV:** Factors influencing Pricing – Pricing Objectives – Methods of Pricing – Channels of Distribution –definition – Need – Types of channels

**UNIT V:** Promotion – Nature and Importance of promotion - Promotional Mix – Managing Advertising, Sales Promotion, Personal Selling, Public Relations & direct marketing – IMC

**Case let (Not Exceeding 200 words)**

### Text Book

Philip Kotler & Kevin Lane Keller, **Marketing Management**. Prentice Hall of India. New Delhi: 2007.

### Reference Books

1. Armstrong, Gary and Philip Kotler., **Principles of Marketing**. Prentice Hall. New Delhi: 2006.
2. Etzel., **Marketing Concepts & Cases**. Tata Mc Graw Hill, 13<sup>th</sup> Edition 2008.
3. Kerin, Hartley & Rudelius., **Marketing – The Core**. 1<sup>st</sup> Edition.2008.

4. Perreault., **Basic Marketing**. Tata Mc Graw hill, 15<sup>th</sup> Edition 2008.
5. S H H Kazmi, **Marketing Management – Text & Cases**. Excel Books, 1st Edition; 2007.
6. Tapan K Panda, **Marketing Management – Text & Cases**. Excel Books .2<sup>nd</sup> Edition 2007.

### **Journals**

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
2. Vikalpa, IIM, Ahmedabad
3. Management Review, IIM, Bangalore
4. Global Business Review, International Management Institute, New Delhi.

## **MPRBA-207: QUANTITATIVE METHODS – II**

*The objective of this course is to appreciate for the role of quantitative methods in business decision-making, in solving management problems and in improving quantitative reasoning skills*

**UNIT I:** Measures of Central Tendency & Dispersion- Averages and variations for grouped and ungrouped data; Measures of location – Mean Median, Mode, Geometric Mean, Harmonic Mean

**UNIT II:** Measures of dispersion – Range, Quartile Deviation, Mean Deviation, Variance, Standard Deviation, Coefficient of Variation.

**UNIT III:** Probability Distributions- Notion of Random variable & Probability Distribution, Expected Value and Variance of Random Variable, Binomial, Poisson and Normal Distributions.

**UNIT IV:** Forecasting Techniques -Simple Linear Regression, scatter graphs, least squares method, Co-efficient of determination, correlation co-efficient, rank correlation, Use of linear regression equation in forecasting.

**UNIT V:** Testing of Hypothesis- Definition of Hypothesis, Null Hypothesis & Alternative Hypothesis, Type-I & Type– II errors, Procedure for testing of Hypothesis, Z – test, Chi-Square test, t-test, F-test, ANOVA Test.

### **Problems in all the above Units**

#### **Text Book**

Nabendu Pal, Sahadeb Sarkar., **Statistics-Concepts and Applications**. Prentice-Hall of India Private Limited. New Delhi: 2008.

#### **Reference Books**

1. Levine, Stephan, Krehbiel & Berebson., **Statistics for Managers – using Microsoft Excell**. Prentice-Hall of India Private Limited. New Delhi: 2007.

2. Richard I. Levin, David S. Rubin., **Statistics for Management**. Prentice-Hall of India Private Limited. New Delhi: 2007.
3. T.N. Srivastava & Shailaja Rego., **Statistics for Management**. Tata Mc Graw-Hill Publishing Company Limited. New Delhi: 2008.
4. U.K. Srivastava, G. V. Shenoy & S.C. Sharma., **Quantitative Techniques for Managerial Decisions**. New Age International (P) Limited. New Delhi: 2005.

### **Journals**

1. Journal of Applied quantitative Methods, Association for Development through Science and Education, Romania
2. Journal of Applied Mathematics and Stochastic Analysis, Hindawi Publishing Corporation, Florida Institute of Technology, USA.
3. Journal of Applied Statistics, Routledge, Taylor & Francis Group , UK

### **MBRBA – 208 : RISK AND INSURANCE MANAGEMENT**

*The objective of this course is to enable the students to understand various risks surrounding us and how insurance is helping in solving the problems.*

**UNIT I:** Concept of Risk – Definition of Risk, Sources of Risk, Risk Management, Types of Risk, Risk Handling Methods, Changing scope of Risk Management.

**UNIT II:** Concept of Insurance – Definition of Insurance, Importance of Insurance, Classification of Insurance, Essentials of Insurance Contract, Development of Insurance in India, IRDA Regulations.

**UNIT III:** Life Insurance concepts – Definition, Principles, Types of Life Insurances, Importance of Mortality tables, Life fund, Bonus, Actuary.

**UNIT IV:** Concept of General Insurance – History, Nationalization, Types of General Insurance, Fire Insurance, Various types of Policies, Additional Covers, Marine Miscellaneous and Health Insurances, Rural Insurances, Settlement of Claims.

**UNIT V:** Marketing of Insurance Products – Marketing Mix in Life Insurance, Agents, Corporate Agents, Bank Assurance, Tax aspects of Insurance, Insurance and Information Technology.

### **Case Study**

#### **Text Book:**

Mark S. Dorfman., **Risk Management and Insurance**. Pearson Education. 2007.

#### **Reference Books**

1. M.N.Mishra, S.B.Mishra., Insurance **Principles and Practice**. S.Chand & Company Ltd. 2009.
2. S.C.Sahoo, S.C Das., **Insurance Management**. Himalaya Publishing House. 2009.

### TRIMESTER III

<b>S.No.</b>	<b>Code No.</b>	<b>Title of the Course</b>
1.	MPRBA 301	Business Ethics and Corporate Social Responsibility
2.	MPRBA 302	Business Policy and Strategic Management
3.	MPRBA 303	Operations Research
4.	MPRBA 304	International Business Environment
5.	MPRBA 305	Financial Management
6.	MPRBA 306	Entrepreneurship Development
7.	MPRBA 307	Research Methodology
8.	MPRBA 308	Retail Management
9.	MPRBA 309	Current Business Affairs (CBA)
10.	MPRBA 310	Soft Skills (SS)
11.	MPRBA 311	Minor Project
12.	MPRBA 312	Viva-Voce

**MPRBA-301: BUSINESS ETHICS AND SOCIAL RESPONSIBILITY**

*The objective of this course is to enable the students to understand the basic principles and importance of business ethics in different dimensions.*

**UNIT I:** Introduction to Ethics- Definition of Ethics – Objectives, nature and sources of ethics – Business Ethics – Nature, Importance and Factors influencing Business Ethics

**UNIT II:** Values Norms and Beliefs- Ethics Vs Morals – Values, Norms, Beliefs and their role – Ethical Codes – Ethical theories; Teleological, Deontological, natural and Kantian

**UNIT III:** Corporate Social Responsibility - Share holders and Business Ethics -Shareholders as stakeholders; Corporate Governance – Ethical issues in Corporate Governance – The role of Financial Markets (Insider Trading) – The role of accountants- The problem of whistle blowing.

**UNIT IV:** Employees and Business Ethics- Ethical issues in employer – employee relation – discrimination at work place – Sexual and racial harassment – working conditions – employee privacy.

**UNIT V:** Consumers and Business Ethics; The limits of caveat emptor – Ethical issues in marketing, advertisements – The ethical challenges of globalization.

**Case Let (Not Exceeding 200 Words)****Text Book**

M.G. Velasquez., **Business Ethics**. Prentice Hall India Limited. New Delhi: 2007.

**Reference Books**

1. Andrew Crane and Diark Matten., **Business Ethics**. Oxford Publication. New Delhi: 2007.
2. C.S.V. Murthy., **Business Ethics**. Himalaya Publishing House. Mumbai: 2007.
3. Chris Moonand Clive Bonny., **Business Ethics**. The Economist Publication. 2004.
4. R.C. Sekhar., **Ethical Choices in Business**. Response Books. New Delhi: 2007.
5. S.K. Chakraborty., **Ethics in Management- Vedantic Perspectives**. Oxford India paper backs. New Delhi: 2007.

**Journals**

1. GITAM Journal of Management, GIM, GITAM University, Viskhapatnam

2. Global Business Review, International Management Institute, New Delhi.
3. Harvard Business Review, Harvard Business School Publication Co., USA.
4. Journal of Human Values, GIM, GITAM University, Viskhapatnam

## MPRBA-302: BUSINESS POLICY AND STRATEGIC MANAGEMENT

*The objective of this course is to learn the main concepts related to Corporate. Business and Functional strategies, methods and tools which are used in the strategy formulation and implementation processes, identify the business situations in which they can be applied most effectively, as well as understand the limitations of the various approaches.*

**UNIT I:** Basic Concepts of Strategic Management: Definition and nature; Basic model and the process of strategic management; Benefits and limitations of strategic management; Business vision, mission and objectives.

**UNIT II:** Environment and Resources Analysis: Environmental Analysis, Industry and Competitive Analysis, The External Factor Evaluation(EFE) Matrix, Competitive Profile Matrix(CPM), Internal Analysis; Internal Factor Evaluation(IFE) Matrix, Porters Five Forces Model, SWOT Analysis, Value Chain Analysis.

**UNIT III:** Strategy Formulation: Developing Alternative Strategies, Types of Strategies; Corporate Strategy; Business Strategy, Functional Strategy and Global Strategy. Strategic Choice: Strategic Analysis and Choice; Portfolio analysis and its limitation; BCG matrix and GE nine-cell matrix.

**UNIT IV:** Strategy Implementation and Control: Issues in Implementation; Resource allocation; Organizational structure; Strategy supportive culture; Managing strategic change; Balance Scorecard, Strategic evaluation and control.

**UNIT V:** Corporate Governance, Ethics and Social Responsibility in Strategic Management, Issues in Managing Technology and Innovation, issues in Managing Entrepreneurial Ventures and Small Businesses, Strategic Issues in Not-for-Profit Organizations

### Case Let (Not Exceeding 200 Words)

#### Text Book

C. Appa Rao, B. Parvathiswara Rao and K. Sivaramakrishna., **Strategic Management and Business Policy-Text and Cases**. Excel Books. New Delhi.

#### Reference Books

1. Azhar Kazmi., **Business Policy and Strategic Management**. Tata McGraw Hill. 2008.
2. Fred R. David., **Strategic Management**. Prentice Hall. New Delhi: 2007.
3. Michel Porter., **Competitive Strategy**. Harvard University Press. New York: 2007.
4. Tom Wheelen., David Hunger, **Strategic Management & Business Policy: Achieving Sustainability**. 12/E, Prentice Hall. 2010.
5. Upendra Kachru., **Strategic Management Concepts & Cases**. 1st Edition, Excel Books. 2009.

#### Journals

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.
2. Harvard Business Review, Harvard University
3. International Journal of Applied Strategic Management.
4. International Journal of Strategic Management
5. Strategic Management Journal, Wiley-Blackwell Publishing.
6. Vikalpa, IIM, Ahmedabad.

## MPRBA-303: OPERATIONS RESEARCH

*The objective of this course is to use mathematical techniques to obtain the best possible solution to optimization problems involving limited resources*

**UNIT I:** Introduction - Introduction, Nature and Meaning of Operations Research, Management Applications of Operations Research, Main characteristics of Operations Research, Scope of Operations Research, Role of Operations Research in Decision Making.

**UNIT II:** Linear Programming Problem- Introduction, Mathematical Formulation of LPP, General Linear Programming problem, Graphical Solution of LPP, Canonical and Standard Forms of LPP, Solving LPP by Simplex Method.

**UNIT III:** Transportation & Assignment Problems- Introduction of Transportation Problems, Procedures of finding Basic Feasible and Optimal solution – NW corner rule, Minimum cost method, Vogels Approximation, MODI method, Assignment Problem: Introduction, Solving of Assignment problem by Hungarian Algorithm.

**UNIT IV:** Game Theory and Simulation- Game theory: Introduction, Two Person Zero Sum Games, Pure Strategies, Mixed Strategies, Dominance Principle, Graphical and Linear programming Approach; Simulation: Introduction, Types of simulation, Generation of Random Numbers, Monte – Carlo Simulation, Simulation of Inventory and waiting lines.

**UNIT V:** Network Scheduling by PERT / CPM- Introduction, Net work and basic components, Logical Sequencing, Rules of Network Construction, Critical Path Analysis, Probability Considerations in PERT, Distinction between PERT and CPM.

### Problems in all the above Units

### Text Book

G. Srinivasan., **Operations Research - Principles & Applications**. Prentice-Hall of India Private Limited. New Delhi: 2007

### Reference Books

1. Dr.S.D.Sharma., **Operations Research**. Kedar Nath Ram Nath & Co, 2006.
2. Franks S. Buknick Mcleavey, Richard Mojena., **Principles of Operation Research for Management**. AITBS Publishers. 2002.
3. Frederick S. Hillier & Gerald J. Lieberman., **Introduction to Operations Research-Concepts and Cases**. Tata Mc Graw-Hill Company Limited. New Delhi: 2007
4. G.V.Shenoy, U.K. Srivastava and S.C. Sharma., **Operations Research for Management**. New Age International (P) Limited. New Delhi: 2005
5. Kalavarthy.S., **Operation Research**. Vikas Publishers House Pvt..Ltd. 2007.
6. Kantiswarup, P.K.Gupta and Manmohan., **Operations Research**. Sultan Chand & Sons. 2001

### Journals

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.
2. International Journal of Operations and Quantitative Management, College of Business, Prairie View A&M University, USA
3. Journal of Applied Statistics, Routledge, Taylor & Francis Group, UK

## **MPRBA-304: INTERNATIONAL BUSINESS ENVIRONMENT**

*The objective of this course is to introduce students to the contemporary issues in Global Business that illustrates the unique challenges faced by managers in the global business environment and to assist students to develop a truly global perspective.*

**UNIT I:** Globalization – Introduction to the field of Global Business, Significance, Nature and Scope of Global Business, Modes of Global business – Global Business Environment- Social, Cultural, Economic, Political and Ecological factors

**UNIT II:** Theories of International Trade, Trading Environment of International Trade - Free Trade Vs Protection- Tariff and Non-tariff Barriers –Trade Blocks.

**UNIT III:** Balance of Payment: Concept, Components of BOP, Disequilibrium in BOP – Causes for disequilibrium and Methods to correct the disequilibrium in Balance of Payment.

**UNIT IV:** Foreign Exchange Market: Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee – Euro currency market.

**UNIT V:** World Trade Organization – Objectives, Organization Structure and Functioning, WTO and India, International liquidity: Problems of liquidity; International Financial institutions - IMF, IBRD, IFC, ADB – Their role in managing international liquidity problems.

### **Case Let (Not Exceeding 200 Words)**

#### **Text Books:**

Daniel, John D and Rdebanh, Lee H., **International Business**. 6th ed., Addison Wesley. New York: 2007.

#### **Reference Books**

1. Bhall, V.K. and S. Shivaramu., **International Business Environment and Business**. New Delhi: 2003.
2. Charles W. L. Hill, Irwin ., **International Business**. 3rd Edition, McGraw-Hill: 2000.
3. Francis Cherunilam., **International Business Environment**. Himalaya Publishing House: 2008.
4. K.Aswathappa., **International Business**. Tata Mc-Graw Hill Publishing Company Ltd., New Delhi: 2004.
5. Michael R. Czinkota, Iikka A. Ronkainen & Michael H. Moffett., **International Business**. Cengage Learning: 2008.
6. Roger Benett., **International Business**. Pearson Education, New Delhi: 2006.
7. S. Shiva Ramu., **Globalisation and Indian Liberalisation**. South Asia Publication, New Delhi: 2007.
8. Sundaram & Black ., **International Business Environment**. The Text and Cases, Prentice Hall of India.

#### **Journals**

1. Foreign Trade Review, IIFT, New Delhi
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.
3. Global Business Review, International Management Institute, New Delhi

## MPRBA 305: FINANCIAL MANAGEMENT

*The objective of this course is to familiarize the students with the basic concepts and practices of Financial Management.*

**Unit I:** Nature of Financial Management: Meaning – Nature – Objectives – Scope- Functions of Financial Management – Financial forecasting – Financial Planning – Time Value of Money (NP)

**Unit II:** Financing Decisions: Sources of Finance - Cost of Different Sources of Finance - Cost of Debt - Cost of Preference Capital - Cost of Equity Share - Cost of Retained Earnings - Weighted Average Cost of Capital – Capital structure – financial and operational Leverage (NP)

**Unit III:** Investment Decision: Basics of Capital Budgeting - Appraisal and Evaluation of Long Term Investment Proposals - Pay Back Method - Accounting Rate of Return - Internal Rate of Return - Net Present Value - Profitability Index. (NP)

**Unit IV:** Working Capital Management: Concept of Working Capital - Determinants of Working Capital - Operating Cycle – Computation of Working Capital Requirements (NP)

**Unit V:** Dividend Policy: Stable Dividend – Dividend Theories - Factors Influencing Dividend Policy – Issues in Dividend Policy - Bonus Shares.

### Text Book

R.K. Sharma & Shashi K. Gupta., **Financial Management**. Kalyani Publications. Ludhiana, Reprint: 2007.

### Reference Books

1. I.M. Pandey., **Financial Management**. Vikas Publications Print. New Delhi: 2007.
2. J.C. Van Horne., **Fundamentals of Financial Management**. Pearson Education. New Delhi: 2007.
3. M.Y. Khan & P.K. Jain., **Financial Management**. Tata McGraw Hill. New Delhi: 2006
4. S.N. Maheswari., **Financial Management**. Sultan Publications. New Delhi: 2006
5. Y.K. Bhalla., **Financial Management & Policy**. Anmol Publications (P) Ltd. New Delhi: 2006.

### Journals

1. Chartered Financial Analyst - ICFAI - Hyderabad.
2. GITAM Journal of Management, Visakhapatnam.
3. Journal of Accounting and Finance - Research Development Association, Jaipur.
4. Journal of Financial Management and Analysis - Centre for Financial Management Research.

## **MPRBA-306: ENTREPRENEURSHIP DEVELOPMENT**

*The objective of this course is to bring into the light the importance of entrepreneurship and to expose the students to develop entrepreneurial skills. The course also exposes the students to the establishment, working and effective management of business units.*

**UNIT-I:** Entrepreneurship Introduction – Concepts – Characteristics – Factors – Development of Entrepreneurship in India – Theories of Entrepreneurship.

**UNIT-II:** Creating & starting the venture – Sources of new ideas – Methods of generating ideas – Opportunity recognition – Product planning and development process – Preparation of feasibility report – Entrepreneurial incubator.

**UNIT-III:** Business Plan- Identification of opportunities and preparation of business plan – Significance of sunrise industries in developing economy like India.

**UNIT-IV:** Financing- Government Financial Support – State & Central Government – Financial Institutions.

**UNIT-V:** Government support – Role of State Government – Central Government – Institutes promoting Entrepreneurship in India – classification of entrepreneurs & target group entrepreneurs-EDP

### **Case Let (Not Exceeding 200 Words)**

#### **Text Book**

Vasanth Desai., **Dynamics of Entrepreneurial Development and Management.** Himalaya Publishing House. Mumbai: 2007.

#### **Reference Books**

1. A.Sahay,V Sharma., **Entrepreneurship and New Venture Creation.** Excel Books. New Delhi:2008
2. Hisrich , Peters , Shepherd., **Entrepreneurship.** Tata Mc Graw Hill. New Delhi: 2007
3. Kuratko and Hodgetts., **Entrepreneurship – Theory, Process, Practice.** Thomson. Haryana: 2007
4. Madhurima Lall,Shikha Sahai., **Entrepreneurship.** Excel Books. New Delhi :2008
5. S.S.Khanka., **Entrepreneurial Development.** S.Chand& company. New Delhi: 2007.

#### **Journals**

1. Business India, New Delhi.
2. Businesses Today, The India Today Group, New Delhi.
3. Economic and Political Weekly –Mumbai.
4. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
5. The Journal of Entrepreneurship, Ahmedabad

## MPRBA-307: RESEARCH METHODOLOGY

*The objective of this course is to familiarize the students with the concepts and the techniques of Research Methodology applicable to business arena*

**UNIT-I:** Introduction - Meaning, Importance of Research, Types of research, Research Process- Problem of Identification-Formulation-Classification, Concept and Construction of Hypothesis- Steps in Testing Hypothesis.

**UNIT-II:** Research Design – Meaning, Purpose and Principles –Types of Research Design- Exploratory – Descriptive – Experimental, Data Collection- Sources of Data-Methods of Data Collection-Questionnaire Design and Pre Testing of Questionnaire.

**UNIT-III:** Sampling & Sampling Designs- Determination of Sample Size-Census Survey Vs Sample Survey-Advantages of Sampling – Sampling Methods-Probability Sampling-Non Probability Sampling.

**UNIT-IV:** Data Tabulation-Analysis and Interpretation: Editing, Decoding and Classification of Data-Preparation of Tables-Analysis of Data - Scaling Techniques - Graphic and Diagrammatic Representation of Data.

**UNIT-V:** Research Analysis and Report Writing: Multiple Regression(General Linear Model), Principals of Component Analysis, Discriminate Analysis –Factor Analysis- Types of Reports-Contents of Report-Formats of Reports-Presentation of Reports.

### Case Let (Not Exceeding 200 Words)

#### Text Book

Kothari, C.R., **Research Methodology – Methods and Techniques**. New Age International Publishers. New Delhi: 2007.

#### Reference Books

1. Boyd, Westfall and Stouch., **Marketing Research**. Text and cases, All India Travel Book Sellers. New Delhi: 2005.
2. Brayman., **Research Methods**. Oxford University Press. New Delhi: 2005.
3. Krishnaswami, O.R., **Methodology of Research in Social Sciences**. Himalaya Publishing House. Mumbai: 2006.
4. R.Pannersalvem., **Research Methodology**. Prentice-hall of India Pvt Ltd. New Delhi: 2004
5. R.S. Dwivedi., **Research Methodology in Behavioral Science**. Macmillan India Ltd. New Delhi: 2005.
6. Wilkinsan and Bhandarkar., **Methodology and Techniques of Social research**. Himalaya Publishing house. New Delhi: 2005.

#### Journals

1. Electronic Journal of Business Research Methods, Cass School of Business, City University London, UK.
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
3. International Journal of Social Research Methodology, Thomas Coram Research Unit, Institute of Education, London, UK
4. Journal of Management Research, Faculty of Management Studies, University of Delhi, New Delhi.

## MPRBA-308: RETAIL MANAGEMENT

*This course introduces students to the complex and challenging business of retailing. Emphasis is placed upon generating an understanding of basic concepts vital to the study of retailing.*

**UNIT I:** Introduction to Retailing – Functions of retailers – Economic significance of retailing – Evolution of retail in India – Drivers of retail

**UNIT II:** Retail Store Locations – Types of locations – Site Selection – Evaluating specific areas for locations- Evaluating a site for locating a retail store -Trade area characteristics

**UNIT III:** Retail Formats –Types of retailers - Store based, Non store based, Services retailing, Types of Ownership – Multi channel retailing – Retail Life Cycle

**UNIT IV:** Merchandise Management – Factors affecting merchandising – Merchandise Planning – Buying Merchandise -Managing the store - SCM in Retail

**UNIT V:** Retail Communication - Retail Marketing Mix – STP approach – Retail Communication Mix – GAP management in retailing.

### Case Let (Not Exceeding 200 Words)

#### Text Book

Levy & Weitz., **Retailing Management**. Sixth Edition, Tata McGraw Hill: 2008

#### Reference Books

1. Berman & Evans., **Retail Management – A Strategic Approach**. Prentice Hall of India. Tenth edition
2. Roger Cox & Paul Britain., **Retailing an Introduction**. Pearson Education. Fifth edition. 2006
3. S A Chunawalla., **Contours of Retailing Management**. Himalaya Publishing House. First Edition 2006
4. Suja Nair., **Retail Management**. Himalaya Publishing House. 2008
5. Swapna Pradhan., **Retailing Management – Text & Cases**. Tata Mc Graw Hill. 2008

#### Journals

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
2. Global Business Review, International Management Institute, New Delhi.
3. Management Review, IIM, Bangalore
4. Vikalpa, IIM, Ahmedabad

## **MPRBA-309: CURRENT BUSINESS AFFAIRS (CBA) & SOFT SKILLS**

### **1. CURRENT BUSINESS AFFAIRS (CBA) ( 50 Marks)**

#### **Introduction**

This course is introduced with the view to create awareness on current business events happening in India and around the world.

#### **Course Objectives**

1) To create awareness on current business matters 2) Improve reading habits 3) Improve critical thinking on business issues 4) Equip students with knowledge and skills to succeed in job interviews

#### **Teaching Methods**

The student is required to read Business India fortnightly and appear for online quiz conducted on each issue. During the **class session (two periods per week)** Group Discussion is conducted by randomly calling the students (6-8). Any student absent when called will lose one chance.

#### **Assessment**

Four out of six online test scores are considered for calculating 60% of the overall grade. The remaining 40% is awarded based on the performance in Group Discussion conducted by calling the students randomly in the classroom. The best two out of three scores are considered for this purpose.

### **2. SOFT SKILLS (SS) ( 50 Marks)**

#### **Introduction**

This course on Soft Skills is designed keeping in mind the industry expectations and with the aim to improve the chances of selection in the job interviews and also succeed in the first job.

The first module on Soft Skills is focused on Communication, Creativity, Presentation Skills, Business Etiquette, Working in a team, selling skills etc. While the second phase focuses on employability skills namely Group Discussion, Resume Writing, Grooming, Interview skills etc.

#### **Course Objectives**

To provide students 1).skills required for effective functioning as manager/executive 2) skills required for succeeding in job interviews.

## Teaching Methods

**Activity 1:** The student is required to view selective Video CDs, one per each week and make note of it.

**Activity 2:** Workshop for three days conducted by external agencies on soft skills to train and assess in few selective areas of soft skills.

**Activity 3:** Based on the scores in diagnostic test, the student will either appear for foundation course in English Language or Book Review.

## Class Sessions

**a) Two periods per week** is scheduled to view the video CDs in the Language Lab

**b) Three day Workshop** will be organized during the trimester.

**c) Two periods each on two days** in a week on alternative days for Item 3 mentioned above

## Assessment

**Activity 1:** Based on the content delivered through Video CD, objective test is conducted at the end of each session. There will be descriptive written test on any of the 10 CDs watched. Maximum score is 20 marks.

*The break-up for valuation is as follows:*

- |  |     |
|--|-----|
| I. Test scores at the end of each session: | 50% |
| II. Attendance:                            | 25% |
| III. Semester end descriptive test:        | 25% |

**Activity 2:** Two best scores out of three scores awarded during three days of soft skills training program is considered. Maximum Mark is 10. The evaluation may be subjective or objective on the skill that being imparted.

## Activity 3

*For Foundation course in English Language, the assessment is for maximum marks of 20.*

*The break-up for valuation is as follows:*

- |                             |     |
|-----------------------------|-----|
| I. Class Participation:     | 25% |
| II. Written Test(3) scores: | 50% |
| III. Oral test scores:      | 25% |

**OR**

*For Book review, the assessment is for maximum marks of 20.*

*The break-up for valuation is as follows:*

- |                          |     |
|--------------------------|-----|
| I. Written Assignment* : | 75% |
| II. Oral Presentation:   | 25% |

- The student should submit the written assignment in their words not exceeding 1500 words. The content should be typed and submitted before the due date.
- The oral presentation should be made using PPT (not exceeding 5-10 slides)

## SECOND YEAR

### B. SPECIALIZATION COURSES

The students shall study dual specialization in IV and V Trimesters. Each student has to select 2 specializations from the given list during IV & V trimesters. Following are the Course Structure for IV & V Trimesters with effect from admitted batch of 2009-2010.

#### Trimester IV Course Structure

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
1	MPRBA-XX-401	Elective 1 (A/B/C/D/E/F)	4	3	40	60	100
2	MPRBA-XX-402	Elective 2 (A/B/C/D/E/F)	4	3	40	60	100
3	MPRBA-XX-403	Elective 3 (A/B/C/D/E/F)	4	3	40	60	100
4	MPRBA-XX-404	Elective 4 (A/B/C/D/E/F)	4	3	40	60	100
5	MPRBA-XX-405	Elective 1 (A/B/C/D/E/F)	4	3	40	60	100
6	MPRBA-XX-406	Elective 2 (A/B/C/D/E/F)	4	3	40	60	100
7	MPRBA-XX-407	Elective 3 (A/B/C/D/E/F)	4	3	40	60	100
8	MPRBA-XX-408	Elective 4 (A/B/C/D/E/F)	4	3	40	60	100
9	MPRBA-XX-409	CBA		2	50		50
10	MPRBA-XX-410	Business Games		2	50		50
		Total	32	28	420	480	900

CA- Continuous Assessment, TEE- Trimester End Examination

### Trimester V Course Structure

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
1	MPRBA-XX-501	Elective 5 (A/B/C/D/E/F)	4	3	40	60	100
2	MPRBA-XX-502	Elective 6 (A/B/C/D/E/F)	4	3	40	60	100
3	MPRBA-XX-503	Elective 7 (A/B/C/D/E/F)	4	3	40	60	100
4	MPRBA-XX-504	Elective 8 (A/B/C/D/E/F)	4	3	40	60	100
5	MPRBA-XX-505	Elective 5 (A/B/C/D/E/F)	4	3	40	60	100
6	MPRBA-XX-506	Elective 6 (A/B/C/D/E/F)	4	3	40	60	100
7	MPRBA-XX-507	Elective 7 (A/B/C/D/E/F)	4	3	40	60	100
8	MPRBA-XX-508	Elective 8 (A/B/C/D/E/F)	4	3	40	60	100
9	MPRBA-XX -509	Current Business Affairs		2	50		50
10	MPRBA-XX -510	Soft Skills		2	50		50
11	MPRBA-XX-511	Comprehensive Viva Voce		3		150	150
		Total	32	31	420	630	1050

### VI TRIMESTER : Major Project work (10 Weeks )

S. No.	Code No.	Title of the Course	Credits	Marks		Total
				Internal	External	
1.	MPRBA- 601	Project Seminar	2	50	---	50
2.	MPRBA- 602	Project Report Evaluation*	4	-	200	200
		Total	6	50	200	250

Following are the Specialized groups :

#### 1. Financial Management

#### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
1	MPRBA- FM 401	Financial Institutions and Markets	4	3	40	60	100
2	MPRBA- FM 402	Security Analysis and Portfolio Management	4	3	40	60	100
3	MPRBA- FM 403	Financial Engineering & Risk Management	4	3	40	60	100
4	MPRBA- FM 404	Strategic Financial	4	3	40	60	100

		Management					
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#### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
5	MPRBA- FM 501	Management Control Systems	4	3	40	60	100
6	MPRBA- FM 502	Financial Services	4	3	40	60	100
7	MPRBA- FM 503	Financial Derivatives	4	3	40	60	100
8	MPRBA- FM 504	International Financial Management	4	3	40	60	100

## 2. Human Resource Management

#### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
1	MPRBA -HR 401	Human Resource Planning & Staffing	4	3	40	60	100
2	MPRBA- HR 402	Performance Management	4	3	40	60	100
3	MPRBA -HR 403	Human Resource Development	4	3	40	60	100
4	MPRBA- HR 404	Industrial Relations	4	3	40	60	100

#### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
5	MPRBA- HR 501	Conflict Resolution & Negotiation Skills	4	3	40	60	100
6	MPRBA- HR 502	Strategic HRM	4	3	40	60	100
7	MPRBA- HR 503	Global HRM	4	3	40	60	100
8	MPRBA- HR 504	Employment Laws	4	3	40	60	100

CA- Continuous Assessment, TEA- Trimester End Assessment

### 3. Marketing Management

#### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
1	MPRBA- MM 401	Sales and Distribution Management	4	3	40	60	100
2	MPRBA-MM 402	Consumer Behaviour	4	3	40	60	100
3	MPRBA-MM 403	Customer Relationship Management	4	3	40	60	100
4	MPRBA- MM 404	Logistics and Supply Chain Management	4	3	40	60	100

#### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
5	MPRBA -MM 501	Services Marketing	4	3	40	60	100
6	MPRBA- MM 502	Global Marketing	4	3	40	60	100
7	MPRBA -MM 503	Retail Marketing	4	3	40	60	100
8	MPRBA- MM 504	Management of Advertising	4	3	40	60	100

### 4. Systems

#### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
1	MPRBA- SY 401	Systems Analysis and Design	4	3	40	60	100
2	MPRBA- SY 402	E-Commerce	4	3	40	60	100
3	MPRBA- SY 403	Data Base Management Systems	4	3	40	60	100
4	MPRBA- SY 404	Enterprise Resource Planning	4	3	40	60	100

#### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
5	MPRBA -SY 501	Business Process Reengineering	4	3	40	60	100
6	MPRBA- SY 502	Business Intelligence	4	3	40	60	100
7	MPRBA- SY 503	IT for Corporate Communications	4	3	40	60	100
8	MPRBA- SY 504	Network operations Management	4	3	40	60	100

CA- Continuous Evolution, TE- Trimester end

## 5. Insurance Management

### IV. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
1	MPRBA-IN 401	Risk Management	4	3	40	60	100
2	MPRBA-IN 402	Principles and Practices of Insurance	4	3	40	60	100
3	MPRBA- IN 403	Life Insurance & Products	4	3	40	60	100
4	MPRBA- IN 404	General Insurance &Products	4	3	40	60	100

### V. Trimester Courses

S. No.	Code No.	Title of the Course	Sessions	Credits	Marks		Total
					CA	TEE	
5	MPRBA- IN 501	Elements of Actuarial Science	4	3	40	60	100
6	MPRBA- IN 502	Insurance Law and Regulations	4	3	40	60	100
7	MPRBA- IN 503	Underwriting and Claims Management	4	3	40	60	100
8	MPRBA- IN 504	Insurance Marketing	4	3	40	60	100

CA- Continuous Assessment, TEA- Trimester End Assessment

## MPRBA- FM 401- FINANCIAL INSTITUTIONS AND MARKETS

*The objective of this course is to make the student aware of the various financial institutions and markets that operate in the economy*

**Unit I:** Financial System – Introduction; Structure of Financial System; Equilibrium in financial markets; financial system and economic development; Theories of Impact of Financial developments.

**Unit II:** Financial Markets - Capital markets and money markets; new issues market; secondary market – Stock exchanges in India; Listing of Securities; Registration of Brokers; SEBI regulations; Guidelines for IPO; GDRs, ADRs and ECBs.

**Unit III:** Commercial Banks – Theoretical basis of banking operations; Role of commercial Banks; Growth and structure of Banking; Bank performance and Bank Innovations and other aspects; Co-operative Banks- Introduction; origin and growth ; features, types, structure of co-operative banks, khushro committee recommendations, government initiatives.

**Unit IV:** Developmental Financial Institutions – Rational of setting up of Development Financial Institutions – Objectives, working and Functions of Development Financial Institutions – IDBI, IFCI, UTI, LIC, SFCs and Private Insurance Companies.

**Unit V:** Mutual Funds – Meaning, Origin, Types, Importance, Risks, General Guidelines, Selection of a Fund, Mutual Funds in India, Their Growth rate, Future of Mutual Funds Industry.

### Case let (Not Exceeding 200 Words)

#### Text Book

L M Bhole., **Financial Institutions and Markets**. Tata McGrawHill. New Delhi: 2008.

#### Reference Books

1. Anthony Saunders and M M Cornett., **Financial Markets and Institutions**. Tata McGrawHill. New Delhi: 2006.
2. Gordon and Natarajan., **Financial Institutions and Markets**. Himalaya Publishing House. New Delhi: 2007.
3. Jeff Madura., **Financial Institutions and Markets**. Cengage Learning. New Delhi: 2007.

#### Journals

1. Chartered Financial Analyst, ICFAI, Hyderabad
2. Finance and Development, IMF, Washington, USA
3. GITAM Journal of Management, GITAM University, Visakhapatnam
4. Journal of Accounting and Finance, Jaipur

## **MPRBA- FM 402- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

*The objective of this course is to impart the knowledge on basic aspects of security analysis and portfolio management*

**Unit I:** Investment - Objectives and Risk - Investment Vs. Specialization Vs. Gambling - Securitized Investments and Non-securitized Investments – calculation of indices – BSE Sensex and NSE Nifty.

**Unit II:** Valuation of Securities - - Valuation of Bonds - Bond Intrinsic Value - Valuation of Shares - Equity Valuation Models - Intrinsic Value - Market Value. (NP)

**Unit III:** Fundamental Analysis - Analysis Industry Analysis - Investments in Industry - Company Analysis.

**Unit IV:** Technical Analysis – Concept and Tools of Technical Analysis. Technical Analysis Vs. Fundamental Analysis – efficient Market Theory

**Unit V:** Portfolio Management – Introduction - Selection of Optimal Portfolio - Market Portfolio-Markowitz Model - Efficient Portfolio - Efficient Frontier – Sharpe Index Model -Capital Asset Pricing Model (NP)

**(Work shop will be organized by external organization for minimum of 3 days on online stock market operations and portfolio management which carry 10 marks included in internal assessment in place of class room participation ).**

**Case Let (Not Exceeding 200 Words)**

### **Text Book**

Fisher & Jordon., **Security Analysis and Portfolio Management.** Tata Mc-Graw Hill. New Delhi: 2008.

### **Reference Books**

1. Gangadhar & Ramesh Babu., **Investment Management.** Anmol Publications (P) Ltd. New Delhi: 2003.
2. P. Pandian., **Security Analysis & Portfolio Management.** Vikas Publishing House (P) Ltd. New Delhi: 2002.
3. V.K. Bhalla., **Investment Management.** S.Chand. New Delhi: 2000.
4. V.N.S. Raman., **Investment Principles & Techniques.** Vikas Publishing House (P) Ltd., New Delhi: 2002

### **Journals**

1. Finance India, New Delhi
2. GITAM Journal of Management, GITAM University, Visakhapatnam.
3. Journal of Financial Management and Research
4. Journal of Accounting and Finance, Jaipur.
5. Journal of Applied Finance, Hyderabad.
6. Indian Journal of Commerce, New Delhi
7. Indian Management, New Delhi.

## MPRBA – FM—403 FINANCIAL ENGINEERING & RISK MANAGEMENT

*The objective of this course is to have familiarity of recent techniques in the area of finance, in general and financial instruments in particular. This subject is intended for in depth understanding of identifying needs of investors and designing new financial instruments.*

**Unit-I:** Introduction to Financial Engineering- Scope- Tools- Financial Engineering Vs. Financial Analysis- Factors contributing to the growth of financial engineering.- Advances in Financial theory- Innovative Products of the Last twenty years- present changing scenario of securities industry.

**Unit-II:** The Physical Tools of Financial Engineer- Product Development- A Model for New Product development- directions- design-testing-instrument preview.- Equity and Equity related instruments- Equity options- Equity Warrants- Subscription rights- Index futures and index options- foreign securities-Valuation of Equities

**Unit-III:** Recent Debt Market Innovations- Zero coupon securities- Repo/reverse market- Junk Bonds- Fixed vs. Floating rates of interest-Reverse Floating rate Debt-Valuation of Bonds.

**Unit-IV:** Measuring Risk and Return- Rates of return – before and after taxes- Investment Horizons- Risk- Portfolio considerations- risk aversion and portfolio analysis- Risk less asset-Managing Risk.- Managing risk –Asset Liability Management.

**Unit-V:** Risk Management Techniques- Hedging – Hedge Ratios- Uses-Cost of Hedging- Building block analysis approach to Hedging- Lack Back Options- Option linked loan-Overall collateralization.

### Case Let (Not Exceeding 200 Words)

#### Text Book

F. Marshall & Vipul K. Bansal., **Financial Engineering –A Complete Guide to Financial Innovation**. Prentice Hall of India. New Delhi: 2007.

#### References Books

1. I.M. Pandey., **Financial Management**. Vikas Publishers. New Delhi: 2007.
2. Prasanna Chandra., **Financial Management**. Tata McGraw Hill. New Delhi: 2007.
3. ZVI Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty., **Investments**. The McGraw Hill. New Delhi: 2007.

#### Journals

1. Finance India, New Delhi:
2. GITAM Journal of Management, GITAM University, Visakhapatnam

## MPRBA- FM 404 -STRATEGIC FINANCIAL MANAGEMENT

*The objective of this course is to enable the students to understand the financing strategies in corporate entities*

**Unit I:** Strategy Formulation –Financial Strategy for Capital Structure- Strategy for shareholders value maximization.- market to book value – economic value added.

**Unit II:** Investment Strategy- Techniques of investment Appraisal Under Risk and Uncertainty- Risk Adjusted NPV- IRR – Standard Deviation - Sensitivity analysis, Certainty equivalent – Capital Rationing- Decision Tree Approach for investment Decisions- Leasing Vs Buying ( With Numerical Problems)

**Unit III:** Merger and Acquisition Strategy- Corporate restructuring – Types Of Business Combinations – Motives and Benefits of Mergers and Acquisitions - Legal Framework –Strategies in Mergers and Acquisitions – Financial Synergies – Human Capital Synergies – Impact of Mergers And Acquisitions On Stakeholders – Causes For Failure Of Mergers And Acquisitions.

**Unit IV:** Financial Implication of Mergers and Acquisitions - Significance of share exchange ratio – Significance of P/E ratio and EPS analysis – illustrations

**Unit V:** Takeovers –Introduction – kinds of takeovers – motives behind takeovers – Defensive Strategies- Sell offs- Spin offs- golden parachutes – crown jewels – green mails – poison pills – white knights - Financial Implications –SEBI guidelines for takeovers - Leveraged Buyouts.

### Case Let (Not Exceeding 200 Words)

#### Text Book

I.M. Pandey., **Financial Management**. Vikas Publishing House Private Limited. New Delhi: 2006.

#### Reference Books

1. I.M.Pandey., **Financial Management**. Vikas Publishers. New Delhi: 2006.
2. J.C. Van Horn., **Financial Management**. Pearson Education. New Delhi: 2005.
3. Marshal Bansal., **Financial Engineering**. Prentice Hall. New Delhi: 2005.
4. P.N.Khandawalla., **Corporate Turnarounds, Mergers, Restructuring & Corporate Control**. Weston et al. New Delhi: 2005.
5. Rustogi., **Financial Management**. Galgotia Publishers. New Delhi: 2006.
6. V.K.Bhalla., **Financial Management and Policy**. Anmol Publishers. New Delhi: 2005.

#### Journals

1. Financial Management Review, Mumbai.
2. GITAM Journal of Management, GITAM University, Visakhapatnam
3. Indian Journal of Commerce, New Delhi:
4. Journal of Management Accounting and Research, Jaipur.
5. The Chartered Accountant, New Delhi:
6. The Management Accountant, Kolkata.

## **MPRBA -HR 401 HUMAN RESOURCES PLANNING & STAFFING**

*The objective of the course is to develop an understanding of the concepts, policies, strategies and practices of Human Resource planning and staffing.*

**Unit I:** Introduction to Human Resource Planning – Objectives, Significance – Demand Forecasting and Process of HRP.

**Unit II:** Job Analysis, Description and Job Evaluation – Job Rotation, Promotion and Transfer.

**Unit III:** Strategic Human Resource Planning – HRIS – Career and Succession Planning.

**Unit IV:** Staffing Concept, Objectives and Significance – Recruitment, Sources, Types and Recent Trends in Recruitment Practices.

**Unit V:** Selection – Importance, Types of Selection – Process of Selection – Placement and Induction.

### **Case Let (Not Exceeding 200 Words)**

#### **Text Book**

Dipak Kumar Bhattacharyya., **Human Resource Planning**. Excel Books. New Delhi: 2009.

#### **Reference Books**

1. Cascio., **Managing Human Resources**. Mc Graw-Hill. New Delhi: 2006.
2. Mirza S Saiyadain & Tripti Pande Desai., **Emerging Issues in Human Resource Management**. Excel Books. New Delhi: 2007
3. Noe & Raymond., **Fundamentals of Human Resources** 2/e. Mc Graw-Hill. New Delhi: 2005.
4. P. Jyothi & D.N. Venkatesh., **Human Resource Management**. Oxford University Press. New Delhi: 2006.

#### **Journals**

1. Business Manager, Alwar
2. GITAM Journal of Management, GITAM University, Visakhapatnam
3. Harvard Business Review, Boston, USA
4. Indian Management, New Delhi
5. Indian Journal of Industrialisation, New Delhi
6. Indian Journal of Training & Development, New Delhi
7. Vikalpa, IIM, Ahemadabad

## **MPRBA -HR 402 - PERFORMANCE MANAGEMENT**

*The objective of the course is to enable the students to understand Performance Management as a method to measure and improve the effectiveness of people in the workplace.*

**Unit I:** Performance management: concept and objectives – Prerequisites – Principles and Characteristics – Dimensions of performance management – Factors affecting performance management – Performance management and performance appraisal.

**Unit II:** Performance Management Model – Importance – Performance Management System (PMS) - Introduction – Strategies - Assessment of performance needs – objectives– Characteristics – Goal setting theory – expectancy theory.

**Unit III:** Performance management process: – Prerequisites – Performance Planning – Goal Setting Levels; corporate and individual – Key Result Areas – Key Performance Areas.

**Unit IV:** Performance Managing: Objectives – Importance – Characteristics – Process  
Need for Performance Standard – Performance Measurement/Assessment – Review – Need for employee development – Methods of Development – Coaching – Counseling and Mentoring

**Unit V:** Integrated Performance Management and the concept of maturity alignment - 360 degree appraisal - Balance Score Card – Competency mapping – High performance teams: concept – characteristics – determinants – building and leading High Performance Teams.

### **Case Let (Not Exceeding 200 Words)**

#### **Text Book**

A. S. Kohli & T. Deb., **Performance Management**. OXFORD University Press. New Delhi: 2008

#### **Reference Books**

1. Herman Aguinis., **Performance Management**. Pearson. New Delhi: 2008.
2. Kurt Verweire & Lutgartvan Denberghe., **Integrated Performance Management**. Sage Publication. New Delhi: 2005.
3. Michael Armstrong and Angela Baron., **Performance Management**. Jaico Publishing house. Mumbai:2009.
4. R.K Sahu., **Performance Management systems**. Excel books. New Delhi: 2007.
5. TV Rao., **Performance management and appraisal systems**. Response books. New Delhi 2007.

#### **Journals**

1. GITAM Journal of management, Visakhapatnam.
2. Harvard Business Review New Delhi
3. HRM Review, Hyderabad
4. Indian Journal of Industrial Relations, New Delhi
5. NHRD Review, New Delhi:
6. Personnel today, Kolkata

## **MPRBA -HR 403 - HUMAN RESOURCE DEVELOPMENT**

*The objective of this course is to provide the students with the basic understanding of the concepts, strategies and systems of human resource development in organizations.*

**Unit I:** Human Resource Development: Concept, origin and need for Human Resource Development; Macro and Micro Perspectives of Human Resource Development; Approaches to Human Resource Development; Systems Approach to Human Resource Development; Contribution of Sub-systems to organizational performance; HRD Matrix.

**Unit II:** Interventions of Human Resource Development: Performance Management, Performance Appraisal, Potential appraisal, Coaching, Counseling and Mentoring, Career Planning and Development; Organizational Development process; Organizational Development interventions.

**Unit III:** Training and Development: Need for training; Concept of Learning and Learning principles; Training process; Training need analysis; Training methods; Evaluation of training; Methods of evaluation; Executive Development.

**Unit IV:** HRD in Practice : Human Resource Development experiences in Indian Public and Private sector Indian Industries; Human Resource Development in government and service sectors; Human Resource Development in voluntary organizations.

**Unit V:** Human Resource Development Profession: HRD as a profession; Duties and responsibilities of HRD Manager; Organization of Human Resource Development function; Human Resource Development Audit, Future of Human Resource Development.

### **Case Let (Not Exceeding 200 Words)**

#### **Text Book**

T V.Rao., **Readings in Human Resource Development**. Oxford IBH Publishing Ltd. New Delhi: 2008.

#### **Reference Books**

1. Nadler Leonard., **Corporate Human Resource Development**. Van Nostrand, Rinhold/ASTD, New York
2. TV.Rao., **Human Resource Development Audit**. Sage Publications. New Delhi
3. TV. Rao., **Future of Human Resource Development**. Macmillan. New Delhi

#### **Journals**

1. Gitam Journal of Management, GITAM University, Visakhapatnam
2. HRD Network Journal
3. Human Capital, New Delhi
4. Personnel Today, Kolkata

## MPRBA-HR 404 - INDUSTRIAL RELATIONS

*The objective of the course is to impart to the students the various techniques and practices for maintaining harmonious relations in the organizations*

**Unit I:** Industrial relations concept and scope – Importance of IR – Key actors in IR - Approaches to IR - Factors affecting IR – Prerequisites for successful IR

**Unit II:** Trade union concept – Functions of Trade unions in India – Problems of Trade unions and their role in IR – Employers organizations, functions and their role in IR – The role of state in IR and different types of interventions– Code of discipline and its objectives – Code of conduct – Unfair labour practices.

**Unit III:** Grievance concept - Causes - Managing grievances and grievance redressal procedure – Industrial conflicts/disputes – Classification of Industrial disputes – causes and consequences – Methods of resolution of conflicts/disputes – Conciliation – Arbitration – Adjudication - Dispute settlement Machinery - Managing discipline- Process of Domestic enquiry

**Unit IV:** Collective bargaining(CB) - concept – Main features of CB – Pre-requisites of CB – CB at different levels - Workers participation in management and its objectives – Levels and forms of participation – Joint management committees and their functions - Tripartisiam-ILC and SLC – Labours advisory boards- ILO

**Unit V:** IR strategy –Globalization and IR –Technology and IR and Emerging trends in IR

### Case Let (Not Exceeding 200 Words)

#### Text Book

Memoria & Mamoria., **Dynamics of Industrial Relations**. Himalaya Publishing House. Mumbai: 2008.

#### Reference Books

1. Sarma.A.M., **Industrial Relations**. Himalaya Publishing House. Mumbai: 2005.
2. Venkataratnam.C.S., **Industrial Relations**. Oxford University Press. New Delhi: 2006.

#### Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Harvard Business Review, Harvard Business School Publication Co., USA
3. ICFAI Journal of Management, Hyderabad.
4. Indian Journal of Industrial Relations, New Delhi
5. Labour Law reporter
6. Personnel Today, NIPM, Kolkata.

## **MPRBA- MM- 401: SALES AND DISTRIBUTION MANAGEMENT**

*The objective of this course is to enable the students to understand the importance of Sales Management and various methods of sales and distribution*

**Unit I:** Definition, Objectives and Scope, Role of Sales Management in Marketing Management, Recent trends in Sales Management

**Unit II:** Sales Organization, Type of sales Organizational Structures, Analysis of Market and Sales Potential, Sales Quotas, Sales Territories and Sales Budgets.

**Unit III:** Management of Sales Force, Training, Motivating, Compensating and Evaluating Sales Force,

**Unit IV:** Marketing Channels, Structure and Functions, Channel Design, Selecting and Motivating Channel Members, Evaluating Channel, Member Performance.

**Unit V:** Channel Conflicts, Reasons, Managing Channel Conflicts.

**Case Let (Not Exceeding 200 Words)**

### **Text Book**

Krishna K Havaldar, & Vasant M Cavale., **Sales and Distribution Management**. The McGraw-Hill Companies. 2008.

### **Reference Books**

1. Eugene. M.Johnson, David L.Kurty and Eberhard E.Scheuing., **Sales Management**. McGraw Hill International.
2. Matin Khan., **Sales Management**. Excel Books.
3. Richard R.Still, Edeard W.Cundiff and Norman A.P.Govani., **Sales Management Decisions, Policies and Cases**. Prentice Hall. 2008.
4. S.L.Gupta., **Sales and Distribution Management**. Excel Books.

### **Journals**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Marketing
3. Journal of Marketing Research, International Management Institute, New Delhi

## MPRBA- MM 402-CONSUMER BEHAVIOUR

*The Objective of this course is to develop an understanding on consumer behaviour, characteristics, purchase decision-making process, customer relations and its application to marketing strategy.*

**Unit I:** Introduction to the Study of Consumer Behaviour – Inter Disciplinary Approach; Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

**Unit II:** Perception – Nature of perception – perception and Marketing Strategy; Motivation – Motivation Theory and Marketing Strategy; Personality and Emotion.

**Unit III:** Learning and Consumer Behaviour- Behavioural Learning Theories- Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory, Involvement Theory.

**Unit IV:** Attitude Measurement and Change; Self Concept and Life Style Marketing; Influence of Social and Cultural Factors on Consumer Behaviour – Family, Reference Groups, Cross Cultural Variations in Consumer Behaviour.

**Unit V:** Consumer Decisions Process – Problem Recognition – Information Search – Evaluation Alternative and Selection – Post Purchase Behaviour – Organizational Buyer Behaviour.

### Case Let (Not Exceeding 200 Words)

#### Text Book

Leon G. Schiffman and Leslie Hazer Kanuk., **Consumer Behaviour**. Pearson Education. Asia: 2008

#### Reference Books

1. Henry Assael., **Consumer Behaviour**. Willey India. New Delhi.
2. Jagadish N. Seth, Atul Parvatirao and G. Shainesh., **Customer Relationship Management: Emerging Concepts, tools and applications**. Tata Mc Graw Hill Publications. New Delhi: 2001.
3. Mukesh Chaturvedi and Abhinav Chaturvedi., **Customer Relationship management: An Indian perspective**. Excel Books.
4. Satish K.Batra, SHH Kazmi., **Consumer Behaviour**. Excel Publishers.

#### Journals

1. Consumer Behaviour
2. GITAM Journal of Management, GITAM University, Visakhapatnam.
3. Harvard Business Review, Harvard Business School Publication Co., USA
4. Journal of Brand Management, ICFAI
5. Management Review, IIMB
6. Marketing Mastermind

## MPRBA- MM 403- CUSTOMER RELATIONSHIP MANAGEMENT

*The objective of this paper is to provide tools and techniques along with an understanding to the student as to how to manage relationship with customers enhance Lifetime Value of Customers.*

**Unit 1:** Introduction and significance of Customer Relationship Management: CRM Emerging Concepts; Need for CRM; Building loyalty and retaining customers, Building Customer Value, CRM Applications; CRM Model.

**Unit II:** CRM Process; Introduction and Objectives of a CRM Process; an insight into CRM and e-CRM/Online CRM; The CRM Cycle, CRM Process for Organizations; CRM Affiliation in Retailing Sector

**Unit III:** CRM Architecture: IT Tools in CRM; Introduction to Data Warehousing, Data Mining, Use of Modeling Tools; Benefits of CRM Architecture in Sales Productivity; Relationship Marketing and Customer Care, CRM over Internet.

**Unit IV:** Impact of CRM on Marketing Channels- Role of channels in CRM and its significance, Factors affecting CRM through channels, Major challenges facing CRM through channels.

**Unit V:** Implementation of CRM-Elements of CRM System, CRM implementation-Barriers.

### Case Let (Not Exceeding 200 Words)

#### Text Book

V.Kumar, Werner.J.Reinartz., **Customer Relationship Management- A Data based Approach.** Wiley India Edition.

#### Reference Books

1. Alex Berson, Stephen Smith, Kurt Thearling., **Building Data Mining Applications for CRM.** Tata McGraw Hill: 2005 .
2. Mohammed, H. Peeru and A. Sagadevan., **Customer Relationship Management.** Vikas Publishing house. Delhi: 2008.
3. Paul Greenberge., **CRM-Essential Customer Strategies for the 21<sup>st</sup> Century.** Tata McGraw Hill: 2006.
4. William, G.Zikmund, Raymund McLeod Jr.Faye W.Gilert.,**Customer Relationships Management.** Wiley. 2003.

#### Journals

1. Consumer Behaviour
2. Gitam Journal of Management, GITAM University, Visakhapatnam
3. Harvard Business Review, Harvard Business School Publication Co., USA
4. Journal of Brand Management, ICFAI
5. Marketing Mastermind

## **MPRBA- MM 404- LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

*The objective of this paper is to acquaint with importance of Logistics role and contribution in current business environment in addition to that understand the effectiveness of Supply Chain management in area of vendor management*

**Unit I:** Introduction to Logistics System – Logistics Positioning – Reengineering – Models of Logistics Management – Logistics Environment Assessment – Logistics Performance Management.

**Unit II:** Managing Global Logistics and Supply Chain – Components – Strategy – Sourcing – Problems and Challenges – Distribution Channel Strategies – Uncertainties – Customer Service Issues in Supply Chain management

**Unit III:** Sourcing and Transportation Decisions in Supply Chain – Strategies – Guidelines for Sourcing - Transportation – Mode – Selection – Revenue Management.

**Unit IV:** Customer Service – Dimensions – Value added Services – Integrated Logistics Management – Operation – Planning – Coordination – Time based Logistics.

**Unit V:** Information Technology in Supply Chain – Enterprise Resource Planning – Designing the information system.

### **Case Let (Not Exceeding 200 Words)**

#### **Text Book**

K. Shridhara Bhat., **Logistics and Supply Chain Management**. Himalaya Publishing House. 2007.

#### **Reference Books**

1. D.K Agarwal., **Logistics and Supply Chain Management**. 2006.
2. K. Shridhara Bhat., **Logistics and Supply Chain Management**. 2007.
3. Monczka, Trent., **Purchasing and Sourcing Management**. 1998.
4. Narayana Rangaraj., **Supply Chain Management for Competitive Advantage**.

#### **Journals**

1. GITAM Journal of Management, Visakhapatnam
2. Indian Journal of Marketing Research.
3. Journal of Marketing

## MPRBA- SY 401- SYSTEM ANALYSIS AND DESIGN

*The objectives of the course are Understand the system concept and its relation to the development of a business system. Understand the techniques needed to develop a business system. Have hands on experience in working with the structured and object oriented tools for analysis and design*

**Unit I:** System Concept - Definition, Characteristics, Elements of system, Different types of System, System Development Life Cycle – An overview of various phases of system development, Different development methodologies – Waterfall Model, Prototyping, Spiral Model, Automating existing system, Modifying existing system, Change Management

**Unit II:** Initial Investigation - Determining users requirements and analysis, fact finding process and techniques. Feasibility study - Technical, Operational & Economic Feasibilities, Cost/Benefit Analysis of new system

**Unit III:** Structured System Analysis and Design – Data Flow Diagram, Data Dictionary, Pseudo code and Structured English, Decision Tables, Decision Trees, Design of User interface

**Unit IV:** Object Oriented Analysis and Design – Introduction to UML – Different Tools in OOAD

**Unit V:** System testing and quality assurance, System Documentation, steps in system implementation and software maintenance.

### Case Let (Not Exceeding 200 Words)

#### Text Book

Kendall., **System Analysis and Design**. Prentice Hall of India. New Delhi: 2007.

#### Reference Books

1. A. Hoffer, F. George, S. Valaciah., **Modern System Analysis and Design**. Pearson Education. New Delhi: 2006.
2. ISRD Group, **Structured System Analysis and Design**. Tata McGraw Hill. New Delhi: 2007.
3. V K Jain., **System Analysis and Design**. Wiley Dreamtech. Mumbai.
4. Whitten, Jefferay. L., **System Analysis and Design Methods**. Tata McGraw Hill. New Delhi: 2007.

#### Journals

1. Computers Today, New Delhi:
2. Data Quest, New Delhi:
3. GITAM Journal of Management , GITAM University, Visakhapatnam
4. Information Technology, New Delhi

## MPRBA- SY- 402 - E-COMMERCE

*The objective of this course is to provide basic knowledge about E-Commerce trends in Electronic Commerce and get an overview of M-commerce*

**UNIT I:** Introduction to E-Commerce – Definitions -- Types of E-Commerce-Benefits of E-Commerce – Limitations of E-Commerce, Models of E-Commerce – B2C, B2B, C2C, Characteristics of Each Model

**UNIT II:** Electronic Market Structure – Business Model of Electronic Marketing – Procedure for Internet Shopping: Consumer Perspective – B2C- Characteristics of Internet Surfers- Service in Cyberspace, Advertising in E- Commerce – Methods and Strategies

**UNIT III:** Financial Transaction through EC - Electronic Payment Systems –Security schemes in Electronic Payment Systems – Electronic Credit Card System, Broker Based Services- Trading Stocks Online – Cyber banking and Personal Finance

**UNIT IV:** EC Strategy– Strategic Planning for EC: Industry and Competitive Analysis-Strategy Formulation – Critical Success Factors for EC- A Value Analysis Approach – Return on Investment and Risk Analysis – EC Strategy in Action.

**UNIT V:** Introduction to M-Commerce – Importance of M-Commerce, M-Commerce Value Chain, M-Commerce Services, Trends in M-Commerce

### Case Let (Not Exceeding 200 Words)

#### Text Book

Efraim Turban, David King, Jae Lee, Dennis Viehland., **Electronic Commerce: A Managerial Perspective**. Pearson Education. New Delhi: 2008.

#### Reference Books

1. Bhaskar, Bharat., **E-Commerce**. Tata Mc-Graw Hill. New Delhi: 2006.
2. C.S.V Murty., **E-commerce**. Concepts, Models, Strategies, Himalaya Publishing house. 2008.
3. David Whitley., **E-Commerce**. Tata Mc-Graw Hill. New Delhi: 2007.
4. Dr. C.S. Rayudu., “**E-Commerce E-Business**”. Himalaya Publishing house. 2007.
5. Gary P.Schneder., **Electronic Commerce**. Thomson Course Technology. 2007.
6. Ravi Kalakota and Andrew B. Whinston., **Electronic Commerce; A Managers Guide**. Pearson Education. 2008.

#### Journals

1. Computers Today, New Delhi:
2. Data Quest, New Delhi:
3. GITAM Journal of Management , Visakhapatnam
4. Information Technology, New Delhi

## MPRBA- SY 403- DATABASE MANAGEMENT SYSTEMS

*The objective of this course is to enable students to understand various components on Data Base Management*

**Unit I** Introduction to DBMS: Components of DBMS; Advantages and disadvantages of DBMS; Database models: relational, hierarchical, network, object oriented.

**Unit II** Relational Databases: Relational data structure: Tuple attributes, set: relational algebra operators, entity relationship diagrams, design of E-R Modeling; Normalization: 1NF, 2NF, 3NF.

**Unit III** Distributed Data bases: Distributed data storage, network transparency, Client server technology and Networks, Seriliability, isolation, transaction definition in SQL

**Unit IV** Special Databases: data analysis, data ware housing, data mining, spatial and geographical, multimedia databases; mobility and personal database.

**Unit V** Oracle-introduction: characteristics of SQL; SQL commands for data definition & data manipulation, views, procedures, indexing: PL/SQL, Form design process, triggers, SQL Report writer, SQL-menus. (**Practicals**)

**Case Let (Not Exceeding 200 Words)**

### **Text Book**

Abraham Silbershatz, HenryF. Korth & S.Sudarshan., **Database System concepts**. Mc Graw Hill. 2008.

### **Reference Books**

1. ITL Education Solutions Limited, **Introduction to Information Technology**. Pearson Education. New Delhi: 2006.
2. Laudon, Kenneth,C and Laudon Jane Price., **Management Information Systems, A Contemporary Perspective**. McMillan. New York.
3. OBrien, James, A., **Management Information Systems-A Managerial end user perspectives**. Galgotia. New Delhi.
4. P. Radha Krishna., **Fundamentals of Information Technology**. Hi-tech Publishers. Hyderabad: 2004.

### **Journals**

1. Computers Today, New Delhi:
2. Data Quest, New Delhi:
3. GITAM Journal of Management , GITAM University, Visakhapatnam
4. Information Technology, New Delhi

## **MPRBA- SY 404- ENTERPRISE RESOURCE PLANNING**

*This course aims at providing Overall knowledge regarding the concepts and structure of ERP systems to impart necessary managerial skills for ERP implementation in a business enterprise and to understand the integration process of all the modules in an ERP package*

**Unit I:** An overview of Enterprise – Integrated Management Systems, Business Modeling, Integrated Data Model, Introduction to ERP - Features of ERP, Risks and Benefits of ERP.

**Unit II:** ERP Marketplace - Marketplace Dynamics, Changing ERP market, ERP in India

**Unit III:** Functional Business Modules in ERP Packages – ERP modules, Integration of ERP, supply chain and Customer Relationship Applications

**Unit IV:** ERP Implementation – Basics of ERP implementation, ERP implementation life cycle, Business Process Modeling for developing ERP system, ERP package selection, ERP transition strategies, ERP implementation process, ERP operations and Maintenance.

**Unit V:** ERP Key Issues - ERP and E-Commerce, ERP Vendors, Future Directions and trends in ERP.

### **Case Let (Not Exceeding 200 Words)**

#### **Text Book**

Alexis, Leon., **Enterprise Resource Planning**, Tata McGraw Hill. New Delhi: 2008.

#### **Reference Books**

1. Alexis, Leon., **Enterprise Resource Planning Demystified**. Tata McGraw Hill. New Delhi: 2008.
2. Ellen Monk, Bret Wagner., **Concepts in ERP**. Thomson Learning. New Delhi: 2007.
3. Garg, V.K. and Venkat, Krishna, N.K., **ERP Concepts and Practices**. PHI Publications. 2006.

#### **Journals**

1. GITAM Journal of Management , GITAM University, Visakhapatnam
2. Information Technology, New Delhi
3. Systems Management, ICFAI, Hyderabad
4. Vikalpa, IIM, Ahmedabad

## MPRBA-IN 401- RISK MANAGEMENT

*The objective of this course is to acquaint the students with meaning, importance and techniques of Risk Management*

**Unit I:** Risk and Uncertainty, Peril and Hazard; Basic Categories of Risk; Types of Pure Risk; Methods of Handling Risk; the changing scope of risk management.

**Unit II:** Meaning of Risk Management; objectives of Risk Management; steps in Risk Management process; Identifying loss exposures; selecting the appropriate for techniques liability the loss exposures ; personal risk management.

**Unit III:** The risk financing decision process; identifying and analyzing exposures; examining feasibility of alternative risk financing technique; selecting techniques implementing the chosen techniques.

**Unit IV:** Risk financing techniques internal funds; external funds; hybrid funds; factors to consider in evaluating risk financing alternatives; characteristics of loss exposures; promoting and improving the risk financing programme.

**Unit V:** Insurance : Benefits and limitations of Insurance, Partial Insurance, Captive insurance companies. Risk Management Policy, Role of Insurance Surveyors in loss Prevention.

### Case Let (Not Exceeding 200 Words)

#### Text Book

George E. Rejoa., **Principles of Risk Management and Insurance**. Pearson Education. New Delhi: 2007.

#### Reference Books

1. Bell and Schleifer., **Risk Management**. Thomson & Vikas, New Delhi:2006
2. Emmelt. J. Vaughan, Therese Vaughan., **Fundamentals of Risk and Insurance**. John Wiley & Sons (Asia) Pvt Ltd. 2007.
3. Harrington Niehaus., **Risk Management & Insurance**. Tata McGraw Hill. New Delhi: 2007.
4. Mark S. Dorfman., **Introduction to Risk Management and Insurance**. Prentice Hall. New Delhi: 2007.
5. Marrison., **The Fundamentals of Risk Management**. TMH. New Delhi: 2007.
6. Trieschman, Gustavsan, Hoyt., **Risk Management and Insurance**. Shroff Publishers & Distributors (P) Ltd. Mumbai, 2007.

#### Journals

1. Dyan Jyothi, National Insurance Academy, Pune.
2. GITAM Journal of Management , GITAM University, Visakhapatnam
3. Insurance Chronicle, ICFAI, Hyderabad.
4. Insurance Times, Calcutta.
5. Yogakshema, LIC of India, Mumbai.

## MPRBA-IN 402- PRINCIPLES AND PRACTICE OF INSURANCE

*The objective of this course is to acquaint the students with the basic principles and practices present in Life and Non-life Insurance Business.*

**Unit I:** The Concept of Insurance - Classification of Insurance , Types of Life Insurance, “ Types of General Insurance, Fire, Marine, Motor, Engineering, Aviation and Agricultural - Insurance of Property, pecuniary interest, liability and person.

**Unit II:** Basic Principles of Insurance - Utmost good faith - Insurable Interest - Material facts - Indemnity - Proximate cause,

**Unit III:** Economic Principles of Insurance - Sharing - Subrogation – Contribution.  
The Indian Contract Act, 1872, Nomination and assignment, Contribution

**Unit IV:** Theory of Rating, Mortality Tables, Physical and Moral Hazard - Representations , Warranties , Conditions.

**Unit V:** Underwriting- Concept and Methods, Reinsurance: Concept and Methods; Co- Insurance: Concepts and Methods.

### Case Let (Not Exceeding 200 Words)

#### Text Book

M.N. Mishra., **Insurance Principles and Practice.** S. Chand & Co. New Delhi: 2007.

#### Reference Books

1. Anand Ganguly., **Insurance Management.** New Age International. New Delhi: 2007.
2. M.J. Mathew., **Insurance Principles and Practice.** RBSA Publishers. Jaipur:2007.
3. P.K. Gupta., **Insurance and Risk Management.** Himalaya Publishing house. New Delhi: 2007.
4. P. Periaswamy., **Principles and Practice of Insurance.** Himalaya Publishing house. New Delhi:2007.
5. T.T. Seth., **Insurance, Principles and Practice.** S. Chand. New Delhi: 2007.

#### Journals

1. Dyan Jyothi, National Insurance Academy, Pune.
2. GITAM Journal of Management , GITAM University, Visakhapatnam
3. ICFAI Journal of Risk & Management, Hyderabad.
4. ICFAI Journal of Risk & Insurance, Hyderabad.
5. Insurance Times, Calcutta.
6. Insurance Chronicle, ICFAI, Hyderabad.
7. Insurance Times, Calcutta.
8. Yogakshema, LIC of India, Mumbai.

## MPRBA-IN 403-LIFE INSURANCE & PRODUCTS

*The objective of this course is to make the students learn practices in life insurance management including different products in life insurance*

**Unit I:** Life Insurance Concept- Basic Principles of Life Insurance- Utmost Good Faith- Insurance Interest – Types of Life Insurance – Variations of Whole Life Insurance- Other Types of Life Insurance,

**Unit II:** Life Insurance Contractual Provisions- Dividend Options- Non Forfeiture Options- Settlement Options - Additional Life Insurance Benefits- Insurance Pricing- Objectives of Rate Making- Rate Making In Life Insurance.

**Unit III:** Health and Disability- Income- Insurance- Types of Individual Health Insurance Coverages- Individual Medical Expense Contractual- Group Insurance- Group Life Insurance Plans- Group Medical Expense Insurance.

**Unit IV:** Employee Benefits- Retirement Plans- Fundamentals of Private Retirement Plans- Types of Qualified Retirement Plans- Profit Sharing Plans- Self Retirement Plans For Employed- Single Retirement Plans- Simplified Retirement Pension.

**Unit V:** Personal Accident Insurance, Basic Principles, Coverage and Benefits, Provisos and Exclusions, Rating, Extensions, Discounts

### Case Let (Not Exceeding 200 Words)

#### Text Book

**Life Insurance principles and Practice.** The ICAI University. Hyderabad: 2007

#### Reference Books

1. Anand Ganguly., **Insurance Management.** New Age International. New Delhi: 2007.
2. Black Jr. Skipper Jr., **Health Insurance.** Pearson. Delhi: 2007.
3. M.J. Mathew., **Insurance Principles and Practice.** RBSA Publishers. Jaipur:2007.
4. M.N. Mishra., **Insurance Principles and Practice.** S.Chand, New Delhi: 2007.
5. P.K. Gupta., **Insurance and Risk Management.** Himalaya Publishing house. New Delhi: 2007.
6. P. Periaswamy., **Principles and Practice of Insurance.** Himalaya Publishing house. New Delhi : 2007.
7. T.T. Seth., **Insurance, Principles and Practice.** S. Chand. New Delhi: 2007.

#### Journals

1. Dyan Jyothi, National Insurance Academy, Pune.
2. GITAM Journal of Management , GITAM University, Visakhapatnam
3. ICAI Journal of Risk & Management, Hyderabad.
4. ICAI Journal of Risk & Insurance, Hyderabad.
5. Insurance Times, Calcutta.
6. Insurance Chronicle, ICAI, Hyderabad.
7. Insurance Times, Calcutta.
8. Yogakshema, LIC of India, Mumbai

## MPRBA-IN 404- GENERAL INSURANCE & PRODUCTS

*The objective of this course is to acquaint the students with the expertise in Non-Life Insurance Management and its products*

**Unit I:** Principles Of General Insurance- Origin And Cause Of Fire Insurance- Fire Insurance Contract- Kinds Of Policies- Payment Of Claim- Progress Of Fire Insurance In India.

**Unit II:** Nature Of Marine Insurance Contract- Marine Insurance Policies- Policy Condition-Types of Marine losses.

**Unit III:** Motor Insurance- Kinds Of Policies-Types of vehicles, Procedures Of Insurance- Application Of Limit Of Indemnity- Engineering Insurance- Types Of Engineering Insurance- Claims Of Project Insurance- Rural Insurance In India.

**Unit IV:** Personal Property And Liability Risk- The Liability Risk- Basis Of Legal Liability- Law Of Negligence- Imputed Negligence- Res Ipsa 20 Quiter- Specific Applications Of The Law Of Negligence- Current Tort – Liabilities Problems.

**Unit V:** Engineering Insurance- application of basic principles, Scope of cover, rating, underwriting and claims processing under various engineering policies

### Case Let (Not Exceeding 200 Words)

#### Text Book

**General Insurance Principles and Practice.** The ICFAI University. Hyderabad: 2007

#### Reference Books

1. IC-37, Insurance Institute Of India. Mumbai: 2007.
2. George E. Rajda., **Principles of Risk Management And Insurance.** Pearson Education. 2007.
3. M.J.Mathew., **Insurance Principles and Practice.** RBSA Publisher. Jaipur: 2007.
4. Neelam C. Gulati., **Principles and Practice of Insurance Management.** Excel Books. 2007.
5. P.K.Gupta., **Fundamentals of Insurance And Risk Management.** Himalaya Publishing house. New Delhi: 2007.

#### Journals

1. Dyan Jyothi, National Insurance Academy, Pune.
2. GITAM Journal of Management , GITAM University, Visakhapatnam
3. ICFAI Journal of Risk & Management, Hyderabad.
4. ICFAI Journal of Risk & Insurance, Hyderabad.
5. Insurance Times, Calcutta.
6. Insurance Chronicle, ICFAI, Hyderabad.
7. Insurance Times, Calcutta.
8. Yogakshema, LIC of India, Mumbai

## **I. Financial Management**

### **MPRBA- FM 501- MANAGEMENT CONTROL SYSTEMS**

*The objective of this course is to enable the students to acquaint with the basic concepts and process of the management control systems practicing in different organizations.*

**Unit I:** Management Control: Objectives, Basic concepts- Characteristics of MCS- Management control systems and responsibility accounting. Structure of Management control: Need for Delegation.

**Unit II:** Responsibility Centres- Expenses Centres- Revenue Centres- Profit Centres- Investment Centres- Research and Development Centre.

**Unit III:** Pricing Corporate services- Transfer Pricing: Objective, Methods- Administration of Transfer Prices- A Case study on transfer pricing.(Compulsory)

**Unit IV:** Management control in service organizations- Professional services- Financial Services- Healthcare service organization- Management control in Non-profit organization

**Unit V:** Analysing and Reporting-Types of Reports- Report preparation- Reporting system.

**Text Book:** Robert Anthony and Vijay Govindarajan., **Management Control Systems**, Tata Mc Grawhill Publishing Co. New Delh:12<sup>th</sup> Edition, 2007.

#### **Reference Books:**

1. N. Ghosh., **Management Control systems**. Prentice Hall of India. New Delhi.
2. Dr. Sushila Madam., **Management Information and Control Systems**. Taxmann Allied Pvt Ltd, New Delhi.
3. Subash Sharma., **Management Control Systems- Text and Cases**, Mc Graw Hill Publishing Co, New Delhi

#### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Finance India, New Delhi.
3. Management Accountant, ICWAI, Chennai
4. Indian Journal of Commerce, New Delhi.

## MPRBA- FM 502 - FINANCIAL SERVICES

*The objective of this course is to acquaint the students with the basic concepts and understanding of the financial services offered by various financial institutions*

**Unit I:** Structure of Financial System - Financial System and Economic Development - Economic Growth and Capital Formation - Financial Services - Nature and Importance of Financial Services.

**Unit II:** Merchant Banking- Origin and Growth of Merchant Banking in India- Regulation of Merchant Banking- Responsibilities of Merchant Bankers.

**Unit III:** Issue Management – Pre-Issue & Post Issue Activities – Underwriting & Brokerage.

**Unit IV:** Venture Capital and Private Equity – Growth of Venture Capital – Problems & Prospects of Venture Capital – types and norms of Private Equity in India – recent trends in Private Equity.

**Unit V:** Factoring and Leasing —Types of Factoring – Factoring in Indian Context- Leasing in India - Regulations Framework Governing Lease Transactions. **(Case Study)**

### **Text Book:**

M.Y. Khan., **Financial Services**. Tata Mc-Graw Hill. New Delhi:2008..

### **Reference Books:**

1. **Financial Services – The institute of Chartered Accountants of India**. New Delhi:2005.
2. G.S. Batra., **Financial Services & Markets** .Deep & Deep Publications Pvt. Ltd. New Delhi: 2005.
3. M. Y.Khan., **Indian Financial System**. Tata Mc Graw Hill New Delhi:2005.
4. Edminister R.O. financial institutions Markets & Management, Tata Mc Graw Hill, New Delhi:2005.
5. Meir Kohn., **Financial institutions and Markets**. Tata Mc Grow Hill. New Delhi:2005.
6. Nalini Prava Tripathy., **Financial Services**.PHI New Delhi:2009.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Finance India, New Delhi.
3. Chartered Financial Analyst, ICFAI, Hyderabad.
4. Journal of Accounting and Finance- Research Development Association, Jaipur.
5. Management Accountant, ICWAI Publications, Kolkata.
6. Indian Journal of Commerce, IGNOU, New Delhi.
7. Journal of Financial Management and Analysis, Centre for Financial Management Research, Mumbai.
8. Financial Management & Analysis, Centre for Financial Management Research, Mumbai.

## MPRBA- FM 503 - FINANCIAL DERIVATIVES

*The objective of this course is to impart the knowledge on basic aspects of Financial Derivatives*

**Unit I:** Introduction to Financial derivatives- Meaning and Need- Growth of Financial derivatives in India- Derivative Markets participants- functions.

**Unit II:** Types of Derivatives- Forwards- Futures- Options-Swaps- The Regulatory Framework of derivatives trading in India.

**Unit III:** Features of Futures- Differences between Forwards and Futures- Financial futures- Trading- currency futures- Interest rate futures- Stock Futures -Pricing of futures contracts.

**Unit IV:** Options Market- Need- Options vs Futures- types of options contracts- call option- put option- Options on stock indices- Option pricing models – Black –Scholes Model and Binominal Approach.

**Unit V:** Swaps- Meaning- Structure of Swaps- Interest Rates Swaps- Currency swaps- commodity swaps- Equity Swaps.

**(Work shop will be organized by external organization for minimum of 3 days on online stock market operations and portfolio management which carry 10 marks included in internal assessment in place of class room participation).**

### **Text Book:**

S.C. Gupta., **Financial Derivatives- Theory, Concepts and Problems**. Prentice Hall of India. 2008.

### **Reference Books:**

1. Hull C. John., **Options, Futures and Other Derivatives**, Pearson Education. New Delhi.
2. Read head., **Financial Derivatives: An Introduction to Future, Forward, option**. Prentice Hall of India.
3. Sunil K Parameswaran., **Futures Markets: Theory and practice**, Tata Mc-Graw Hill, New Dehil.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam.
2. Journal of Financial Management and Research
3. Journal of Accounting and Finance, Jaipur.
4. Journal of Applied Finance, Hyderabad.
5. Indian Journal of Commerce, New Delhi.
6. Finance India, New Delhi.
7. Indian Management, New Delhi.

## **MPRBA- FM 504- INTERNATIONAL FINANCIAL MANAGEMENT**

*The Objective of this course is to familiarize the students in understanding structure, direction and growth of international finance. The students are expected to acquaint the skills of international capital budgeting techniques.*

**Unit I:** International Finance- Finance Function in a Global Context- Global Financial Markets - International Monetary system. International Monetary Fund- Special Drawing Rights- Economic and Monetary Union.

**Unit II:** Foreign Exchange Market- Structure- Mechanism of Currency Trading- Exchange rate quotations- Forward contracts -Interest Arbitrage- Exchange Rate Regimes and the foreign exchange market in India.

**Unit III:** Management of Currency Exposure- Measurement of Exposure and Risk- Managing transaction exposure- Operating Exposure- Short-term Financial management in Multinational corporation.

**Unit IV:** International Financing Decision- Evaluating Borrowing options- Funding Avenues in Global Corporate Markets- International Equity Financing.

**Unit V:** International Project appraisal- – Problems and Issues in Foreign Investment analysis- Methods of Capital Budgeting - NPV and APV Methods- Foreign vs Domestic Investment- International Joint ventures.

### **Case Analysis**

**Text Book:** Prakash G. Apte, **International Finance**. Tata Mcgraw Hill Publication. New Delhi:2007.

### **References Books:**

1. Madhu Vij., **International Financial Management**. Excel Books. New Delhi:2006.
2. P.G.Apte.,**International Financial Management**. Tata McGraw Hill Publishing. New Delhi:2006.
3. V.A. Avadhani., **International Financial Management**. Himalaya Publishing house. New Delhi:2007.
4. V.K. Bhalla., **International Financial Management**. Anmol Publishing House, New Delhi:2006.
5. A.K. Set., **International Financial Management**. Galgotia Publishing House, New Delhi:2007.
6. P.K. Jain.,**International Financial Management**. MacMillan New Delhi:2006.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Global Business Review, New Delhi
3. Foreign Trade Review, IIFT, New Delhi

## **Human Resource Management**

### **MPRBA- HR 501- CONFLICT RESOLUTION & NEGOTIATION SKILLS**

*The objective of this course is to learn the main concepts of conflict in organizations, the types of conflict and the methods and tools to resolve them. It also aims at helping students to understand the concept of negotiation and equip them with skills of negotiation.*

**Unit I:** Meaning and Process of Conflict: Meaning of conflict ; conflict and competition ; conflict and cooperation, Functional versus dysfunctional conflict; Process of conflict; Classical, behavioural and interactionist view of conflict.

**Unit II:** Types of Conflict: Intra-individual, interpersonal, intergroup and inter-organizational conflict; Conflict outcomes; Effects within and effects between groups; Effects on winning and losing groups

**Unit III:** Conflict Management: Approaches to conflict; Conflict resolution Strategies; Conflict simulation techniques.

**Unit IV:** Negotiation: Meaning of negotiation; Concept of bargaining; Negotiation process; Issues in negotiation.

**Unit V:** Managing the negotiation process: Preparing for negotiation; Developing a strategy; Getting started; Building understanding; Bargaining and Closing.

#### **Text Books:**

1. SP Robbins., **Organizational Behaviour**. Pearson Education.
2. Mc. Shane, Von Glinow and Sharma., **Organizational Behaviour**. Tata Mc Graw Hill. (Relevant Chapters only)

#### **Reference Books :**

1. Ivancerich, Konopaske, Malteson., **Organizational Behaviour and Management**. Tata Mc Graw Hill.
2. K. Aswanthappa.,**Organizational Behaviour**.Himalaya Publishing Company. Mumbai.
3. Fred Luthans.,**Organizational Behaviour**.McGraw Hill Publishing Company. Singapore.

#### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Harvard Business Review, Harvard Business School Publication Co., USA
3. Personnel Today
4. Indian Journal of Industrial Relations

## **MPRBA- HR 502- STRATEGIC HUMAN RESOURCE MANAGEMENT**

*The objective of this course is to equip the students with basic concepts of Strategic Human Resource Management including various HR processes and high-performance Human Resource practices.*

**Unit I : Introduction:** Definition of SHRM, Need and Importance of SHRM; Human resources as a sources of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies – Corporate Strategy, Business strategy and HR Strategy.

**Unit II :** Integration of HR Strategy : Integration of HR Strategy with corporate and business strategies ; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner;

**Unit III:** HR Environment and Strategic HR Processes : Impact of Technology, Changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning , Strategic issues in staffing; Performance Management: Meaning and need for performance management, performance appraisal systems and their limitations.

**Unit IV:** Training and Development Strategies : Cross – cultural training, Multi–skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill – based pay broad banding , variable pay, profit sharing, employee stock option plans, executive compensation.

**Unit V:** Systems of high – performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.

**Text Book:** Jeffrey A. Mellow., **Strategic Human Resource Management.** Thomson South Western.Singapore:2008.

### **Reference Books :**

1. Charles R. Greer., **Strategic Human Resource Management – A General Managerial Approach.** Pearson Education (Singapore) Pvt. Ltd.
2. Rajib Lochan Dhar., **Strategic Human Resource Management.**Excel Books. New Delhi.
3. Tanuja Aggarwala., **Strategic Human Resource Management.** Oxford University Press. New Delhi.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam,
2. Harvard Business Review, Harvard Business School Publication Co., USA
3. Personnel Today

## **MPRBA- HR 503- GLOBAL HUMAN RESOURCE MANAGEMENT**

*The objective of this course is to equip the students with basic concepts of Global Human Resource Management including various HR processes and high-performance Human Resource practices.*

**Unit I:** International Human Resource Management - Concept, Scope and Significances; Approaches to International Human Resource Management; Differences between domestic and International HR activities; Organizational Structure of Multinational Corporations;

**Unit II:** Recruitment and Selection Criteria for International Assignments; Culture – Theories of Culture and its impact on organizations.

**Unit III:** Training and Development; Methods of Training; Management Development in International assignments ; Process of Repatriation

**Unit IV:** Compensation; Multinational Corporations and Compensation System; Performance Management in MNCs

**Unit V:** Labour Relations in Multinational Corporations; Issues and Challenges of IHRM.

**Text Book:** Peter J. Dowling, Denice E. Welch., **International Human Resource Management.** Thomson. India:2006.

### **Reference Books:**

1. Anne-Wil Harzing Joriz Van Ruysseveldt., **International Human Resource Management.** Sage Publications. New Delhi: 2006 .
2. Charles M. Vance Yongsun Paik., **Managing a Global Workforce.** Prentice – Hall. New Delhi: 2007.
3. Gary P. Ferraro., **The Cultural Dimension of International Business.** Pearson Education.2007.
4. K. Aswathappa, Sadhna Dash., **International Human Resource Management.** Tata Mc Graw – Hill Publishing Company Limited. New Delhi:2007.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Harvard Business Review, Harvard Business School Publication Co., USA
3. Journal of Cross Cultural Management
4. HRM Review, The ICFAI University Press, Hyderabad
5. Human Capital

## **MPRBA- HR 504- EMPLOYMENT LAWS**

*The Objective of this course is to impart to the students the importance, and scope of Labour Legislation and its role in the industry.*

**Unit I:** Industrial Jurisprudence, Principles of labour legislation, Role of ILO

**Unit II:** The Industrial Disputes Act 1947, The Employment standing orders Act, The Trade Unions Act 1926

**Unit III:** The Workmens Compensation Act 1923, The Employees State Insurance Act 1948, The Provident Funds and Miscellaneous Provisions Act 1952, The Payment of Gratuity Act

**Unit IV:** The Payment of Bonus Act 1965, The Minimum Wages Act 1948, The Payment of Wages Act 1936

**Unit V:** The Factories Act 1948

**Text Book:** P.K. Padhi., **Industrial & Labour Laws**. Prentice – Hall of India:2007.

### **References Books:**

1. Malik, P.L., **Industrial Law**. Eastern Book Company.Lucknow:2007.
2. Goswami V.G., **Labor and Industrial Relations Law**. Central Law Agency.Alahabad:2006.
3. Sharma A.M., **Industrial Jurisprudence**. Himalaya Pub. House. New Delhi:2007.
4. Mishra S.N., **Labor and Industrial Laws**. Central Law Publishing. Allabad: 2006.
5. Sinha, P.R.N., **Industrial Relations and Labor Legislations**. Oxford and IB H Publishing co. New Delhi:2005.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Labour Law Reporter
3. Labour Law Journal

### **III. Marketing Management**

#### **MPRBA -MM 501: SERVICES MARKETING**

*The objective of this course is to develop insights into the emerging trends in service and to develop distinctive managerial skills for service organization and management.*

**Unit 1:** Importance of service marketing - Distinction between goods and services marketing - Service characteristics.

**Unit II:** Consumer behavior in services - Services market segmentation - Demand management Services marketing Mix.

**Unit III:** The basic service package - New service development - SERVEQUAL(Gap ) Analysis

**Unit IV:** Managing Demand & supply - Pricing of services - Pricing Methods& Strategies - Physical evidence of services - Delivering services through intermediaries.

**Unit V:** Internal marketing –Importance and strategies - External marketing – Role of advertising - Personal selling & other promotional elements

#### **Text Book**

Valarie .A.Zeithml & Mary Jo Bitner., **Services**. McGraw Hill Publishing Inc. 2008.

#### **Reference Books**

1. Christopher Lovelock., **Services Marketing**. Pearson education.
2. Christian Gronroos., **Services Management and Marketing**. Mc MillanInc.
3. Harsh V. Verma., **Services Marketing Text & Cases**. Pearson Education.
4. Hoffman & Bateson., **Marketing of Services**. Cengage Learning.

#### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Marketing Management, ICFAI
3. Marketing Theory
4. Indian Journal of Marketing
5. The Brand Reporter
6. The Journal of Service Research

## MPRBA -MM 502- GLOBAL MARKETING

*The objective of this course is to make the students well versed with Marketing in the global scenario to understand the environment in which the global companies operate, and the importance of market research and various strategies applicable to global markets.*

**Unit 1:** Globalisation: Scope and Objectives – Multinational Corporations – Entry strategies- Environmental factors effecting global business: Economic Environment- Cultural Environment- Political Environment- Legal Environment – Regional Integration.

**Unit II:** Perspectives of Global Markets: Global Marketing Research and Information- Information Requirements of Global Markets- Organization for Global Market Research- Global Marketing Information System

**Unit III:** Segmenting the Global Market- Segmenting Basis and Process- Global Markets and Criteria for Grouping Countries.

**Unit IV:** Global Marketing Decisions: Product Policy and Planning- Global Pricing Strategies- Global Channels of Distribution.

**Unit V:** Global Advertising- Multinational Sales Management and Foreign Sales Promotion- Export Procedure and Documentation- Special Economic Zones.

**Text Book:** Warren J.Keegan., **Global Marketing Management.** Prentice Hall. 2008.

### Reference Books:

1. Jean-Pierre Jennet & H.David Hennessey., **Global Marketing Strategies.** Wiley India. New Delhi.
2. Kiefer Lee, Steve Carter., **Global Marketing Management.** Oxford University Press.
3. Vasudev., **International Marketing,** Excel Publications.
4. Subhash C.Jain., **International Marketing Management.**

### Journals:

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Global Business Review, International Management Institute, New Delhi
3. Journal of World Economic Review
4. International Journal of Cross Cultural Management.
5. International Journal of Global Business And Competition
6. Global CEO

## MPRBA -MM 503- RETAIL MARKETING

*The objective of this course is to introduce students to the complex and challenging business of retailing. Emphasis is placed upon generating an understanding of basic concepts vital to the study of retail Marketing.*

**UNIT – I:** Retail Marketing - Introduction, Definition, Retail Marketing Strategies – The strategic Retail Planning Process.

**UNIT-II:** Customer Buying Behavior in Retail Markets – The Buying Process – Types of Buying decisions – Retail Marketing environment - Social, Economic, Technological & Legal issues

**UNIT-III:** Customer Relationship Management in Retail Markets – The CRM Process – CRM Program – Customer Service Strategies; Customize and Standardization – Customer Research – Setting service standards.

**UNIT-IV:** Retail Pricing – Retail pricing considerations – Setting Retail Prices – Pricing Strategies – Pricing techniques for increasing sales.

**UNIT – V:** Retail Communication – Retail Branding – Methods of Retail Communication – Planning Retail Communication program.

### **Case Let (Not exceeding 200 words)**

**Text Book:** Levy & Weitz ; “**Retailing Management**”. Tata Mc Graw Hill. Sixth edition 2008.

### **Reference Books:**

1. David Gilbert.,**Retail Marketing Management**. Pearson Education, Delhi.
2. Peter Mac Goldrick., “**Retail Marketing**. Mc Graw Hill Higher Education.
3. Ron Hasty and James Reardon., **RETAIL MANAGEMENT**.
4. Rona Ostrow and Sweetman R. Smith., **DICTIONARY OF RETAILING**.
5. Lucas, Robert Bush & Larry Gresham., **RETAILING**. (Hononghton Miffin, AIPD, India).
6. Swapna Pradhan **Retail Marketing**. Tata Mc Graw Hill. Second edition .
7. Roger Cox & Paul Brittain ;**Retailing An Introduction**. Pearson Education . Fifth edition.2006.
8. Suja Nair ; **Retail Management**. Himalaya Publishing House. Third edition 2008.
9. S A Chunawalla ; **Contours of Retailing Management**. Himalaya Publishing House. First Edition. 2006.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Global Business Review, International Management Institute, New Delhi
3. Journal of World Economic Review

## **MPRBA -MM 504- MANAGEMENT OF ADVERTISING**

*The objective of this course is to enable the students to understand the concept and importance of Advertising and to prepare an effective advertisement.*

**Unit I:** Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC)

**Unit II:** Challenges and Opportunities in Advertising – Economic, Social and Ethical aspects of Advertising and Advertising Agencies.

**Unit III:** Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

**Unit IV:** Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness .

**Unit V:** Direct Response Advertising – Home Shopping – Direct Mail – Catalogs Telemarketing – Internet Advertising – International Advertising – Impact of Culture - Customs – Law and Regulations.

### **Text Book:**

Kenneth E.Clow & Donald Back., “**Integrated Advertising, Promotion & Marketing Communications**.” Person Education. 2008.

### **Reference books :**

1. A.S.A.Chunawala and K.C.Sethia., **Foundation of Advertising Theory and Practice**. Himalaya Publishing House.
2. Jaishrey Jethwani, Shruthi Jain., **Advertising Management**. Oxford University Press.
3. Kazmi & Batra., **Advertising and Sales Promotion**. Excel Books.
4. Manendra Mohan., **Advertising Management Concepts and Cases**. Tata Mc Graw Hill Publishing Ltd.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Marketing
3. Brand Reporter

## IV. Systems Management

### MPRBA – SY- 501 : BUSINESS PROCESS REENGINEERING

**Objective:** To acquaint the students to develop an understanding of the use Information Technology for process redesign.

**Unit -I:** Business Process – Dimensions of Business Process – Introduction to Business Process Redesign - Conceptual Foundation of Business Process Re-Engineering; Nature, significance and rationale of business process reengineering (BPR)

**Unit - II:** Business Process Reengineering and Information Technology – Role of Information Technology in Reengineering, BPR Tools and Techniques, Enablers of Process Engineering, Major issues in process redesign

**Unit – III:** BPR Implementation Methodology – Phases in BPR, BPR Methodologies – Hammer/Champy, Devenport, Manganelli/Klein, Kodak, BPR Model, Steps in BPR Implementation, Performance Measures of BPR

**Unit – IV:** BPR Success Factors – Reengineering success factors, Critical success factors of BPR, Barriers to Business Process Reengineering Success, Framework for Barrier Management

**Unit – V:** BPR and continuous improvement: Problem in BPR and its solutions, Co-ordination and complementary efforts, IT capabilities and their organizational impacts, BPR and TQM

Case Let (not exceeding 200 words)

#### **Text Book:**

R. Radhakrishnan, S. Balasubramaniam., **Business Process Reengineering: Text and Cases.** Prentice Hall of India. New Delhi: 2008

#### **Reference Books:**

1. K Shridhara Bhat., **Business Process Reengineering.** Himalaya Publishing House. New Delhi: 2007.
2. Vikram Sethi, William King., **Organizational Transformation Through Business Process Reengineering.** Applying Lessons Learned, Pearson Education. New Delhi: 2007.
3. Jayaraman, M S et al., **Business Process Re-Engineering .** Tata McGraw Hill. New Delhi: 2006.

#### **Journals :**

1. Information Technology, New Delhi
2. Computers Today, New Delhi.
3. Data Quest, New Delhi.

## MPRBA -SY 502- BUSINESS INTELLIGENCE

*The objective of this course is to expose the student to the business intelligence service opportunities that exist.*

**Unit I:** Understanding Business Intelligence – Describing business intelligence, Defining BI Cycle, Enabling Business Intelligence, Bridging the analysis gap – Multidimensional analysis, operational systems, Business intelligence system

**Unit II:** Business Intelligence and Business Decisions - Decision Support Systems, Group Decision, Support and Groupware Technologies, Expert Systems

**Unit III:** Business Intelligence through data mining – Data Mining Tools and Techniques, Web and Text Mining

**Unit IV:** Implementing BI Solutions – implementation strategy, fundamental decision, BI solutions to improve operational efficiency, to maximize profitability, impacting the bottom line, keeping customer loyal, managing seasoned variability

**Unit V:** Business Performance Management - Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dashboards Business Activity Monitoring (BAM)

### **Text Book:**

Efraim Turban et al., **Decision Support Systems and Business Intelligence**. Pearson Education. New Delhi:2007.

### **Reference Book:**

1. Elizabeth Vitt, Michael Luckevich, Stacia Misner., **Business Intelligence**. Prentice Hall of India. 2007.
2. Efraim Turban et al., **Business Intelligence – Managerial Perspective**. Pearson Education. New Delhi: 2007.
3. Galit Shemuely et al., **Data Mining for Business Intelligence - Concepts and Applications in Microsoft Excel with XLMiner**, John Wiley & Sons. 2007.

### **Journals :**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Information Technology, New Delhi
3. Computers Today, New Delhi.
4. Data Quest, New Delhi.

## **MPRBA-SY 503: INFORMATION TECHNOLOGY FOR CORPORATE COMMUNICATION**

*The objective of this course is to enable students to acquire indepth knowledge of use of Information Technology for Corporate Communication. This subject is intended for identifying needs of corporate entities and designing a suitable information system.*

**UNIT-I:** Information Technology: Concept of IT, Advantages and Disadvantages of Information Technology, Technologies in IT: E-mail, Web Based Training, EDI

**UNIT-II:** E-conferencing: Concept of E-conferencing, Classification of E-conferencing: Audio Conferencing, Video Conferencing, Teleconferencing, Computer Conferencing, Impact of E-conferencing in Corporate Business,

**UNIT-III:** Corporate Communication: Concept of Corporate Communication, Types of Corporate portals, Uses of IT in Corporate Communication, Managerial Issues in Corporate Communication.

**UNIT-IV:** Network Computing: Concept of Network Computing, Collaborative Networks, Virtual Work, Telecommunicating

**UNIT-V:** Mobile Computing: Wireless Systems, Mobile Computing, Infrastructure of Mobile Computing, Communication through Mobile, Mobile Applications: Financial Services, Consumer Services and Personal Services

### **Text Book**

Turban, Mclean, Wetherbe., **Information Technology for Management Transforming organization is the digital economy.** 4<sup>th</sup> edition. Wiley Publications. New Delhi: 2007.

### **Reference:**

1. Asoke Talukar, Roopa Yavagel., **Mobile Computing.** Tata McGraw Hill. New Delhi: 2008.
2. Pandya Raj., **Mobile And Personal Communication Systems And Services.** Prentice Hall of India. 2006.
3. Laudon and Laudon., **Management Information Systems.** Tata Mc Graw Hills. New Delhi: 2006.
4. G.V.Satya Sekhar., **Management Information Systems.** Excel Books Limited. New Delhi: 2007.
5. Peter Norton., **Introduction to Computers.** Tata Mc Graw Hills. New Delhi:2006.
6. W.S.Jawadekar., **Management Information Systems.** Prentice Hall of India. New Delhi: 2007.
7. Dhiraj Sharma., **Foundations of IT.** Excel Books. New Delhi: 2008.

### **Journals**

1. GITAM Journal of Management, GIM,GITAM University, Visakhapatnam
2. Indian Journal of Science and Technology, Chennai.
3. Information Technology, New Delhi

#### 4. Data Quest, New Delhi.

## MPRBA -SY 504- NETWORK OPERATIONS MANAGEMENT

*The objective of this course is to Combine the fundamental concepts of data communication and networking with emphasis on business applications, acquaint the students with the technologies and platforms to manage modern data networks and address key issues associated with operating and managing modern data networks.*

**Unit I:** Introduction to Data Communications, Components of Data Communications, Trends in computer communications and networking, network applications.

**Unit II:** Physical Layer – Data Transmission, Data Link Layer – Media Access Control, Error control in Networks

**Unit III:** Network Layer – Network Protocols, Network Addressing and Routing, Basics of LAN, Ethernet, Token Ring, Selecting LAN, Basics of MAN and WAN

**Unit IV:** Dialed Circuit services, Dedicated circuit services, Circuit-switched and Packet-switched Services, Improving MAN & WAN Performance.

**Unit V:** Network Management – Design of Business Networks, Network Management and Security

### **Text Book:**

Behrouz A. Forouzan, De Anza College., **Business Data Communications**. Tata McGraw Hill. New Delhi: 2006.

### **Reference Books:**

1. Tanenbaum, A. S., **Computer Networks**. Prentice Hall of India. New Delhi: 2007.
2. Bertsekas, Gallagar., **Data Networks**. Prentice Hall of India. New Delhi: 2007.
3. Stallings, W., **Data and Computer Communications**. Prentice Hall of India. New Delhi: 2007.
4. Forouzan., **Data Communications and Networking**. Tata McGraw Hill. New Delhi: 2006.

### **Journals :**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Information Technology, New Delhi
3. Computers Today, New Delhi.
4. Data Quest, New Delhi.

## V. Insurance Management

### MPRBA- IN 501- ELEMENTS OF ACTUARIAL SCIENCE

*The Objective of this course is to enable the students to understand the practice in handling of insurance business problems and to use the results of actuarial calculations in evaluating various options in reaching financial decisions, whether personal or business- related.*

**Unit I:** Theory of interest rates – Rate of interest; Amount; Present value; Nominal and Effective rates of interest; Effective rate corresponding to nominal rate and vice – versa; Discount and Discounted value; Method of calculation of Discount; Varying rates of interest; Equation of Value ; Concept of Equated time of Payment.

**Unit II:** Annuity: Definition, Types of annuity, Definition of Annuity Immediate, Annuity Due, Deferred Annuity certain and Deferred Annuity Due; Present value and Accumulated Value of an Immediate Annuity Certain, Annuity Due, Deferred Annuity Certain and Deferred Annuity Due.

**Unit III:** Perpetuity: Definition, types of Perpetuity, Definition of Immediate Perpetuity, Perpetuity Due, Present value of an Immediate Perpetuity and Perpetuity Due; Deferred Perpetuity with deferment period of m years.

**Unit IV:** Variable Annuities: Increasing Annuity, Present value of an immediate increasing perpetuity, Present value of an increasing annuity due, Present value of an increasing perpetuity due, Present value of an increasing annuity where in the successive payments form Arithmetic and Geometric progression. Accumulated values of Variable Annuities, Varying rate of interest

**Unit V:** Mortality Table: Concepts and computation of  $l_x$ ,  $d_x$ ,  $q_x$ ,  $p_x$ , Probability of survival and death, Stationary Population, Concepts and Computation of  $L_x$ ,  $T_x$ , Expectation of life,  $e_x^0$ , Selection and Select rates, Period of Selection, Meaning of Ultimate and Aggregate table.

**Note:**

1. Proofs, Derivations of formulae are excluded.
2. This paper is without a case study.

**Text Books:**

1. S.P Dixit, C.S. Modi, R.V. Joshi., **Mathematical Basics of Life Assurance IC- 81**. Insurance Institute of India. 2007.
2. **Actuarial Principles and practice, The Institute of Certified Risk and insurance managers**. ICRIM,2007.

**Reference Books:**

1. Gupta and Kapoor., **Fundamentals of Applied Statistics**. Sultan Chand & Co. 2007.
2. Pathak and F. Resh., **Demographic Methods**. Sultan Chand & Co. 2007.
3. J.J. MC Cutcheon and W.F. Scott Butterwort ., **Introduction to Actuarial Mathematics and Finance**. Rein Mann Ltd. 2007.
4. Benjimen & J.H.Pollard., **Analysis of Mortality & Other Actuarial Statistics**. Rein Mann Ltd. 2007.

**Journals**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Yogakshema, LIC of India, Mumbai

### **MPRBA- IN 502- INSURANCE LAWS & REGULATIONS**

*The objective of this course is to acquaint the students with the legal provisions related to Insurance Business*

**Unit I:** The Principles of Law of Contract (The Indian Contract Act, 1872) – Ingredients of a Valid Contract - Modes of Discharge of Contracts - Contracts of Indemnity and Guarantee – Assignments - Law of Agency - Law of Arbitration - Application to Insurance.

**Unit II:** **Laws** relating to Insurance Business: Insurance Act, 1938 (as amended in 2000) - The Life Insurance Corporation Act, 1956 - The General Insurance (Nationalisation) Act, 1972 - Insurance Regulatory and Development Authority Act, 2000.

**Unit III:** Motor Vehicles Act, 1939 & 1988. Marine Insurance Act, 1963, Workmen's Compensation Act, 1923, Employees State Insurance Act, 1948.

**Unit IV:** Consumer Protection Act - Lok Adalat, Ombudsman in Insurance

**Unit V:** Current Developments and Select Case Laws.

**Text Book:** Murty & Sarma., **The Law of Insurance.** Butterworths. New Delhi: 2007.

#### **Reference Books:**

1. Avtar Singh., **Law of Insurance**, Eastern Book Co. New Delhi: 2007.
2. Dr. M.N. Mishra., **Law of Insurance**. Central Law Agency. Allahabad: 2007.
3. **Insurance Law and Regulations.**, Vol. I & II, ICFAI. 2007.
4. N.D. Kapoor., **Business & Corporate Laws**. Sultan Chand. New Delhi: 2007.

#### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Indian Labour Law Journal
3. Chartered Secretary
4. Labour Law Report
5. Law - Z
6. Journal of Indian Law Institute.

## **MPRBA- IN 503- UNDERWRITING AND CLAIMS MANAGEMENT**

*The objective of this course is to acquaint the students with the importance and Procedures followed in underwriting and claims Management process in Insurance Business*

**Unit I:** Underwriting Principles, Perils and Clauses of Insurance Policies, Class of Business and Product Design.

**Unit II:** Underwriting in Life Insurance, Underwriting in General Insurance, Underwriting and Rate Making.

**Unit III:** Introduction to claims management, Types of claims, significance of claims, Nature of claims from various classes of insurance,

**Unit IV:** Types of claims adjustors, Steps in settlement of a claim, Claims Management systems.

**Unit V:** Implementation and Monitoring the claims system, Ethical Issues and current development.

### **Text Books:**

1. **Insurance Underwriting**, Vol 1,2. The ICFAI University, Hyderabad. 2007.
2. **Claims Management**, Vol 1,2. The ICFAI University.Hyderabad. 2007.

### **Reference Books:**

1. Neelam C. Gulati., **Principles and Practice of Insurance Management**. Excel Books. 2007.
2. George E. Rajda., **Principles of Risk Management And Insurance**. Pearson Education. 2007.
3. M.J.Mathew., **Insurance Principles and Practice**. RBSA Publisher. Jaiper:2007.
4. P.K.Gupta., **Fundamentals of Insurance And Risk Management**, Himalaya Publishing House, New Delhi: 2007.
5. IC-37., **Insurance Institute of India**, Mumbai:2007.

### **Journals:**

1. GITAM Journal of Management, GITAM University, Visakhapatnam.
2. Yogakshema, lic OF India, Mumbai.
3. Insurance Times, Calcutta.
4. Insurance Chronicle, ICFAI, Hyderabad
5. Dyan Jyothi, National Insurance Academy, Pune,
6. ICFAI Journal of Risk & Management, Hyderabad.
7. ICFAI Journal of Risk & Insurance, Hyderabad.
8. Insurance Watch, Gurgaon.
9. Insurance Plus, Mumbai.

## MPRBA- IN 504- INSURANCE MARKETING

*The objective of this course is to help students to understand the concepts of Insurance Marketing and to understand the marketing strategies of Insurance Business.*

**Unit I:** Understanding the Nature of services, strategic issues in the marketing of services, services marketing Mix, Additional Ingredients in the Mix.

**Unit II :** Designing the Insurance Services – Developing the Insurance Product; Research, and Branding, Differentiating and Positioning the Insurance Service Offering; Delivering the Insurance Services – Making the Services Accessible , Segmentation for marketing of insurance.

**Unit III:** Internal and External Communications – Promotional Mix of Insurance Services - Role of Advertising- Sales Promotion- Direct Marketing and Personal Selling; Pricing of Insurance Services – Providing Value; Physical Evidence of Services; Role of People;

**Unit IV:** Customer Satisfaction through Quality- Service and Value – Total Quality of Services Marketing; Marketing Strategies of – Life Insurance, General Insurances; Rural Markets – Profile of the Markets and Difficulties.

**Unit – V:** Current Developments and Case Study.

**Text Book : Insurance Marketing.** ICRIM.2007.

### Reference Books:

1. Jaha.S.M., **Services Marketing.** Himalaya Publishing House.2007.
2. Valrie A. Zeithaml & Mary Jo Bitner., **Services Marketing.** Tata McGraw Hill Edition. 2007.
3. Payne., **The Essentials of Services Marketing.** Printice Hall.2007.
4. Roland T. Rust, Anthony, Zahorik & Timothy L. Keiningham., **Services Marketing.** Addison Wesley.2007.
5. Philip Kotler., **Marketing Management.** Prentice Hall.2007.
6. Christian Gronroos., **Services Management and Marketing.** Lexington Books. Toronto

### Journals:

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Indian Journal of Marketing, New Delhi
3. Advertising & Marketing, New Delhi
4. Harvard Business Review, Boston
5. Business India, Mumbai
6. Business World, New Delhi
7. ICFAI Journal of Risk & Management, Hyderabad.
8. ICFAI Journal of Risk & Insurance, Hyderabad.
9. Insurance Watch, Gurgaon.