

Annexure – 1  
Semester – I

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
101	Management and Organisational Behaviour	30	70	3 Hrs	100
102	Management Communication	30	70	3 Hrs	100
103	Managerial Economics	30	70	3 Hrs	100
104	Accounting for Managers	30	70	3 Hrs	100
105	Data Analysis Methods	30	70	3 Hrs	100
106	Quantitative Techniques	30	70	3 Hrs	100
107	Information Technology	30	70	3 Hrs	100
108	Personality Development	20	30	2 Hrs	50

Semester – II

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
201	Management Information System	30	70	3 Hrs	100
202	Human Resources Management	30	70	3 Hrs	100
203	Marketing Management	30	70	3 Hrs	100
204	Financial Management	30	70	3 Hrs	100
205	Production Management	30	70	3 Hrs	100
206	Business Environment	30	70	3 Hrs	100
207	Operations Research	30	70	3 Hrs	100
208	Interpersonal Skills and Team Building	20	30	2 Hrs	50
209	Communication and Computer Lab		100		100

Semester – III

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
301	Management of Technology & Innovation	30	70	3 Hrs	100
302	Entrepreneurship	30	70	3 Hrs	100
303	Computer Applications	30	70	3 Hrs	100
304	Project Seminar & Report	30	70	3 Hrs	100
305	Career Planning and Development	20	30	2 Hrs	50

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

**Marketing Area:**

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
311	Consumer Behaviour & Relationship Marketing	30	70	3 Hrs	100
312	Marketing Research	30	70	3 Hrs	100
313	Promotion Management	30	70	3 Hrs	100
314	Product & Brand Management	30	70	3 Hrs	100
315	Distribution and Supply Chain Management	30	70	3 Hrs	100
316	Sales Management	30	70	3 Hrs	100
317	Marketing of Hospitality Services	30	70	3 Hrs	100
318	Marketing of Health Care Services	30	70	3 Hrs	100

### **Finance Area:**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>Internal Marks</b>	<b>Semester End Marks</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
321	Indian Financial System	30	70	3 Hrs	100
322	Working Capital Management	30	70	3 Hrs	100
323	Management of Financial Services	30	70	3 Hrs	100
324	Security Evaluation and Investment Strategy	30	70	3 Hrs	100
325	Management Control Systems	30	70	3 Hrs	100
326	Bank Management	30	70	3 Hrs	100

### **HRM Area:**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>Internal Marks</b>	<b>Semester End Marks</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
331	Counselling	30	70	3 Hrs	100
332	Management of Industrial Relations	30	70	3 Hrs	100
333	Performance and Reward Management	30	70	3 Hrs	100
334	Human Resource Planning	30	70	3 Hrs	100
335	Employee Legislation	30	70	3 Hrs	100
336	Training for Development	30	70	3 Hrs	100

### Systems Area:

<b>Code No.</b>	<b>Title of the Paper</b>	<b>Internal Marks</b>	<b>Semester End Marks</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
341	Systems Analysis and Design	30	70	3 Hrs	100
342	Data Base Management Systems	30	70	3 Hrs	100
343	Decision Support Systems	30	70	3 Hrs	100
344	Expert Systems and Artificial Intelligence	30	70	3 Hrs	100
345	Software Testing	30	70	3 Hrs	100
346	Software Engineering	30	70	3 Hrs	100
347	Logistics Management	30	70	3 Hrs	100

### Semester – IV

<b>Code No.</b>	<b>Title of the Paper</b>	<b>Internal Marks</b>	<b>Semester End Marks</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
401	Strategic Management	30	70	3 Hrs	100
402	International Business Management	30	70	3 Hrs	100
403	Business Laws	30	70	3 Hrs	100
404	Organisation Development	30	70	3 Hrs	100
405	Presentation Skills	20	30	2 Hrs	50
406	VIVA VOCE (Comprehensive Viva covering all the subjects of all Semesters including Project work)		100		100

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

**Marketing Area:**

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
411	Insurance and Bank Marketing	30	70	3 Hrs	100
412	Rural Marketing	30	70	3 Hrs	100
413	International Marketing	30	70	3 Hrs	100
414	Retail Marketing	30	70	3 Hrs	100
415	Industrial Marketing	30	70	3 Hrs	100
416	Agricultural Marketing	30	70	3 Hrs	100

**Finance Area:**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>Internal Marks</b>	<b>Semester End Marks</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
421	Mergers and Acquisitions	30	70	3 Hrs	100
422	Risk Management & Insurance	30	70	3 Hrs	100
423	Financial Engineering	30	70	3 Hrs	100
424	International Financial Management	30	70	3 Hrs	100
425	Financial Derivatives	30	70	3 Hrs	100
426	Portfolio Management	30	70	3 Hrs	100

**HRM Area:**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>Internal Marks</b>	<b>Semester End Marks</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
431	HR Accounting and Audit	30	70	3 Hrs	100
432	Stress Management	30	70	3 Hrs	100
433	Change Management	30	70	3 Hrs	100
434	Global Human Resource Management	30	70	3 Hrs	100
435	Leadership Development	30	70	3 Hrs	100
436	Human Resource Development	30	70	3 Hrs	100

**Systems Area:**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>Internal Marks</b>	<b>Semester End Marks</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
441	Systems Control and Audit	30	70	3 Hrs	100
442	Distributed Intelligence	30	70	3 Hrs	100
443	Data Mining and Data Warehousing	30	70	3 Hrs	100
444	Enterprise Resource Planning	30	70	3 Hrs	100
445	Data Communication and Network Analysis	30	70	3 Hrs	100
446	E- Business	30	70	3 Hrs	100
447	Customer Relationship Management	30	70	3 Hrs	100

## ANNEXURE – II

### QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

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

#### PART-A (5X10=50 Marks)

Descriptive Type questions, each question carries 10 Marks.

1. (a) Or  
(b)
2. (a) Or  
(b)
3. (a) Or  
(b)
4. (a) Or  
(b)
5. (a) Or  
(b)

#### PART-B (20 Marks)

Case Analysis

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

- Each course examination (Semester end) shall have 30 marks and the examination shall be 2 Hrs duration.
- There shall be three descriptive type questions. All questions carry equal marks.

1. (a)  
or  
(b)
2. (a)  
or  
(b)
3. (a)  
or  
(b)

## 101 – Management and Organisational Behaviour

### UNIT – I

Introduction to Management – Principles of Management – Functions of management – Decision making process/ Social responsibility of management – Ethics in management..

### UNIT – II

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

### UNIT – III

Motivation – Communication – Leadership – Group dynamics – Power, Politics, and conflict.

### UNIT – IV

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

### UNIT – V

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

### References:

1. John L. Pierce : **Management and Organisational Behaviour** (Cengage)
2. Jit S Chador: **Organisation Behaviour** (Vikas)
3. Fred Luthans: **Organisation Behaviour** (McGraw Hill)
4. Stephen P Robbins: **Organisation Behaviour** (Pearson)
5. Paul Hersey and Ken Blanchard: **Management of Organisation Behaviour** (Prentice Hall)
6. Hellriegel, Slocum and Woodman: **Organisation Behaviour** (South Western)
7. Weihrich, Cannice & Koontz: **Management** (Tata McGraw Hill)
8. Gregory Moorhead and Ricky W. Griffin: **Organizational Behavior** (Jaico)
9. Robin Finchan and Peter Rhodes: **Organizational Behaviour** (Oxford)
10. J. Prakash Reddy, Management and: **Organizational Behaviour** (Himalaya)

### **NOTE TO THE PAPER SETTER:**

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

## 102 – Management Communication

### UNIT – I

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

### UNIT – II

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

### UNIT –III

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

### UNIT –IV

Written communication – Reports – Effective report writing – Memos – Circulars – Minutes – e-mails – Employment Correspondence – proposals.

### UNIT – V

Leadership communication – Transactional Analysis – Group communication – Johari window – Communication audit – Communication styles.

### References:

1. Shirley Taylor :**Communication for Business** (Pearson)
2. Piyush Dhar Chaturvedi and Mukesh Chaturvedi : **Business Communication** (Pearson)
3. Krizan : **Effective Business Communication** (Cengage)
4. M. Ashraf Rizvi : **Effective Technical Communication** (McGraw Hill)

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

## 103 – Managerial Economics

### UNIT – I: INTRODUCTION

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

### UNIT – II: Demand analysis

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

### UNIT – III: PRODUCTION, COST AND PROFIT ANALYSIS

Production Function – Returns to scale – Cost concepts and classification – Cost function – Break-Even Analysis – profit theories.

### UNIT - IV: PRICING DECISIONS

Objectives of Pricing – Basic factors in pricing – Pricing under perfect, monopoly, oligopoly and monopolistic competitions – Price Discrimination – Multiple Product Pricing – Price control by Government – Pricing of new products – Pricing Methods.

### UNIT - V: MACRO ECONOMIC ENVIRONMENT

National Income – Population – Business cycles – inflation – New Economic Policy of the Government of India.

### **References:**

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

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

## 104 – Accounting for Managers

### UNIT – I

Accounting-Scope-Nature- Objectives-Principles-Concepts- Users of Accounting information- Classification of accounts - Journal – Ledger – Trial balance.

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

1. Gupta R.L. and Radhaswamy M : **Advanced Accountancy** (Sultan Chand)
2. James .A. Hall: **Accounting Information Systems** (Cengage)
3. Maheswari S.N: **Advanced Accountancy** (Vikas)
4. Rama Chandran. N. and Ram Kumar k: **Financial Accounting for Management** (McGrah Hill)
5. Ambrish Gupta: **Financial Accounting for Management** (Pearson)
6. Don R.Hnsan and Maryanne M.Mowen :**Management Accounting** (Cengage)
7. Paresh Shah, Basic: **Financial Accounting for management** (Oxford)

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

## 105 – Data Analysis Methods

### UNIT – I

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

### UNIT – II

Introduction to Probability: Concepts and Definitions of Probability–Additive and Multiplicative theorems- Marginal, Conditional and Joint Probabilities – Bayes theorem and its applications.

Probability Distributions: Binomial- Poisson - Normal.

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

1. S.C.Gupta and V.K.Kapoor: **Fundamentals of Applied Statistics** (Sultan Chand)
2. Anderson, Sweeney& Williams: **Statistics for Business and Economics** (Cengage)
3. David M.Levine et al: **Business Statistics** (Pearson)
4. S.C.Gupta: **Fundamentals of Statistics** (Himalaya)
5. G.C. Beri: **Business Statistics** (McGraw-Hill)

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## 106 – Quantitative Techniques

### UNIT – I

Quantitative Methods – An overview, Definition of Quantitative Methods – Evolution of Quantitative methods – classification of quantitative methods – Advantages of quantitative methods – limitations of quantitative methods.

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

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

### **NOTE TO THE PAPER SETTER:**

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

## 107 – Information Technology

### UNIT – I

Computer: Features – Applications – Generations – Types of Computers – Hardware and Software –Types of Software – Storage Devices – Data Representation for Computers.

### UNIT – II

Computer networks: Types of Net Works–LAN–WAN–MAN–Network Topologies. Introduction to Internet – E-Commerce – E-Business – ERP Evolution and growth.

### UNIT – III (WORD)

Word Processing – Basics – Common tools – Page Setup – Editing and Formatting – Tables – Charts – Macros – Mail Merge– Index– Printing.

### UNIT – IV (POWER POINT)

Power Point: – Features – Slides – Slide Layouts – Design Templates– Slide Master– Animation – Timings – Action Buttons.

### UNIT – V (EXCEL)

Basics – Formulae - Moving – Editing –Formatting – Charts – Naming of Charts – Hyperlink – Databases – Forms – Sort – Filter – Goal Seek– Scenarios – Solver – Functions – Pivot Table and Chart.

### **References:**

1. ITL Education: **Introduction to Computer Sciences** (Pearson)
2. Effy OZ: **Management Information Systems** (Cengage)
3. Deepak Bharihoke: **Fundamentals of Information Technology** (Excel)
4. Microsoft Corporation: **Microsoft office Resource Kit**, (Prentice Hall.)
5. Sanjay Saxena: **MS Office 2000 for Everyone** (Vikas)
6. Alexis Leon and Mathews Leon: **Introduction to Computers with MS-Office 2000** (Mc Graw Hill)

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## 108 – Personality Development

### UNIT-I

Personality- Meaning-Sigmund Freud's Psycho-analytical theory-Structure-Dynamics and development of Personality

### UNIT-II

Self-Esteem – Self-Improvement – Self-confidence – Assertiveness –Importance of attitude – Winning Attitude-Building a Positive attitude – Building a pleasing Personality – 25 steps to build a personality .

### UNIT-III

Motivation – Self-motivation and motivating others everyday – Time Management-Effective utilization of time-Do it now-Speed reading-Managing meetings-Not searching for 100% perfection-Success Management.

### References

1. Robert M. Sherfield, Rhonda J. Montgomery and Patricia G. Moody B: **Developing Soft Skills** ( Pearson)
2. Harold R. Wallace and L. Ann Masters : **Personality Development** ( Cengage Learning India )
3. Seema Sanghi : **Towards Personal Excellence, Psychometric Tests and Self-improvement Techniques for Managers** ( Response )
4. Shiv Khera: **You Can Win** (Mac millan)
5. Stephen R. Covey : **The 7 Habits of Highly Effective People** (Simon & Schuster)
6. Stephen R. Covey : **The 8<sup>th</sup> Habit** (Simon & Schuster)
7. Dale Carnegie : **How to Win Friends & Influence People** (Pocket Books)
8. Dale Carnegie : **How to Stop Worrying and Start Living** (Pocket Books)
9. Dharni, P. Sinha : **Learning From Life** (Excel)
10. Biswajit Das Ipseeta Satpathy : **Business Communication & Personality Development** (Excel)

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## ***Semester – II***

### **201 – Management Information Systems**

#### UNIT – I

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

#### UNIT – II

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

#### UNIT – III

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

#### UNIT – IV

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

#### UNIT – V

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

#### **References:**

1. Robert Schulthesis and Mary Sumner : **Management Information Systems** ( McGraw Hill)
2. Kenneth C. Lauadon and Jane. P. Lauadon : **Management Information Systems** (Pearson)
3. Robest Schulthesis and Mary Sumner : **Management Information Systems** ( McGraw Hill)
4. James A O 'Brien : **Management Information Systems** ( McGraw Hill)
5. Murthy CSV : **Management Information Systems** ( Himalaya)
6. Mahavev Jaisial and Monika Mital: **Management Information Systems** (Oxford)

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

## 202 – Human Resources Management

### UNIT – I

Evolution of HRM – HRM functions – HR Planning – HR information Systems – Job analysis and job design – Recruitment – and selection strategies – Retention.

### UNIT – II

Concept of HRD – Goals of HRD – Training and Development – Career development – Managing diversity – Separation – Downsizing – out Placement.

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

1. R Wayne Mondy : **Human Resource Management** (Pearson)
2. P. Jyothi and D.N. Venkatesh: **Human Resource Management** (Oxford)
3. John M Ivancevich : **Human Resource Management** ( McGraw Hill)
4. Biswajeet Pattanayak : **Human Resource Management** (Prentice Hall)
5. P. Subba Rao :**Personnel and Human Resource Management** (Himalaya)
6. Snell / Bohlander : **Human Resource Management** (Cengage )
7. Rao VSP : Human Resource Management Text & Cases ( Excel)

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

## 203 – Marketing Management

### UNIT – I

Definition of marketing – Marketing concepts – concept of customer value – Marketing environment – Marketing Strategy.

### UNIT – II

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

### UNIT – III

Product Management: Types of products – Product mix and Product line – Introducing new products - Product life cycle – Positioning – Packaging – Branding.

### UNIT – IV

Distribution Management: Marketing Channels – Retailing – Distribution logistics and supply chain management – Direct and on-line marketing.

### UNIT – V

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

### References:

1. V.S. Ramaswamy and S. Ramakumar : **Marketing Management** (Macmillan)
2. Philip Kotler : **Marketing Management** (Prentice-Hall)
3. Rajiv Lal, John A. Emelch and Kasturi Rangan: **Marketing Management** (McGraw-Hill)
4. M.J. Kavier : **Marketing in the new Millennium** (Vikas)

### **NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
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- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 204 – Financial Management

### UNIT – I

Foundation of Finance: Finance functions – Role of Financial manager – Financial goals – Agency problem – concepts of value and return.

### UNIT – II

Financial analysis: Importance - Ratio analysis – Breakeven analysis – Funds flow analysis – Financial planning – financial forecasting.

### UNIT – III

Working Capital Management: Principles of working capital – Receivables management – Inventory management – Cash management – Trade credit management.

### UNIT – IV

Capital Structure Decisions: Financial and Operating Leverage –capital structure theories – capital structure planning – Dividend theories – Dividend policy.

### UNIT – V

Capital Budgeting Decisions: Cost of capital – Capital budgeting methods – Risk analysis in capital budgeting – concept of real options.

### References:

1. I.M.Pandey :**Financial Management** (Vikas)
2. M.Y. Khan and P.K. Jain : **Financial Management** (McGraw-Hill)
3. Prasanna Chandra: **Financial Management** (McGraw-Hill)
4. James C. Van Horne :**Financial Management Policy** (Pearson)
5. Rajiv Srivatsava and Anil Misra: **Financial Management** (Oxford)
6. Berk Jonathan, Demazo Peter : **Financial Management** (Pearson)
7. Arnold Glen, Kumas Mohan : **Corporate Financial Management** (Pearson)

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## 205 – Production Management

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

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

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## 206 – Business Environment

### UNIT – I

Business Concept Mission – Business Environs and Economic Environment – Responsibility of Business – Professionalism in India – Ethics.

### UNIT – II

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

### UNIT – III

Social change – Wave front analysis – Third wave practices and implications in organization – Cultural dynamics – Cultural process and lags – Secular outlook – Community development – Consumerism.

### UNIT – IV

Economic systems – the Role of Government in Economic development – Indian Economic Planning – Five Year plans in brief – Current plan – Industrial policy – Liberalization, Privatization and Globalization – Public, Private joint sectors – Industrial development & regulation.

### UNIT – V

Monetary and Fiscal Policies – Budget–Money and Capital markets – Stock Exchanges and regulation – Industrial financing – Industrial sickness – Exim policy – Multinational Corporations.

### References:

1. Francis Cherunilam : **Business Environment** (Himalaya )
2. Aswathappa :**Essentials of Business Environment** (Himalaya )
3. Sk. Misra and Puri V K : **Indian Economy**(Himalaya )
4. Alvin Toffler :**Third Wave**
5. R.P. Maheswari & A.N.Gupta: **Business Government and Society – A Study of Business Environment** (Vani Educational)
6. Paul Justin : **Business Environment** (Tata McGraw Hill)
7. SK. Misra and Puri V K : **Economic Environment of Business** ( Himalaya)
8. B A Prakash: **Indian Economy Since 1991** (Pearson)
9. Shakh Saleem : **Business Environment** (Pearson)

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## 207 – Operations Research

### UNIT – I

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

### UNIT – II

Transportation Problem, Transshipment Problem, Assignment Problem.

### UNIT – III

Goal Programming – Business applications – Dynamic Programming

### UNIT – IV

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

### UNIT – V

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

### References:

1. R.Panneerselvam: **Operations Research** (Prentice-Hall)
2. Kanti Swarup, P.K.Gupta & Man Mohan: **Operations Research** (Sultan Chand)
3. Handy A.Taha: **Operations Research** (Pearson)
4. Wayne L. Winston: **Operations Research** (Cengage Learning)

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## 208 – Interpersonal Skills & Team Building

### UNIT – I

Introduction to Interpersonal Skills. Understanding determinants of Inter personal behaviour  
Self concept: What am I? Interpersonal needs: What do you want from me?  
Interpersonal orientation: How do you influence me? Inter personal attraction: Why do you like each other?

### UNIT – II

Developing Interpersonal relationship forming first impression. Developing mutual expectations. Character based – Competence based expectations.

### UNIT – III

Honoring Psychological contracts – Developing trust and Influence – Developing Interpersonal skills – Increasing Interpersonal Awareness: The Johari Window – Taking Interpersonal risks. Developing Cooperative relationships – Resolving Interpersonal problems.

### References:

1. Stephen P. Robbins and Philip L Hunsaker: **Training in Interpersonal Skills** (Pearson)
2. Luthans: **Organisation Behaviour** (McGraw Hill)
3. New Strong/Keith Davis: **Organisation Behaviour** (McGraw Hill)
4. Hellriegel, Slocum and Woodman: **Organisation Behaviour** (Cengage Learning)

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## 209 – COMMUNICATION AND COMPUTER LAB

## 301 – Management of Technology and Innovation

### UNIT – I

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

### UNIT – II

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

### UNIT-III

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

### UNIT-IV

Idea generating techniques-Brainstorming – Lateral thinking - Synectics-Nominal groups-Quality Circles-Suggestion systems-Attribute listing- Redefinition technique-Random-stimulus-Thinking Hats-Idea sensitive area-Ishikawa diagram-Principles behind techniques.

### UNIT-V

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

### References:

1. White/Bruton : **The Management of Technology and Innovation** (Cengage)
2. Paul E Plesk: **Creativity Innovation and Quality** (Prentice-Hall)
3. Pradip N-Khandawalla: **Fourth Eye** (A.H.Wheeler)
4. Shlomo Maital and D.V. Scshadri: **Innovation Management** (Response)
5. C.K Prahalad and MS Krishnan : **New Age of Innovation** (Tata McGraw Hill)
6. Judy Estrin : **Closing the Innovation Gap** (Tata McGraw Hill)

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## 302 – Entrepreneurship

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

Business plan – Organizational plan- Marketing plan – Financial Plan.

### UNIT – V

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

### References:

1. Robert D. Hisrich, Michael P. Peters and Dean A, Stepherd: **Entrepreneurship** (McGraw-Hill)
2. S.S. Khan: **Entrepreneurial Development** (S. Chand & Co)
3. P. C. Jain: **Handbook for New Entrepreneurs** (Oxford)
4. Rajeev Roy: **Entrepreneurship** (Oxford)
5. Poornima Charantimath :**Entrepreneurship Development and Small Business Management** (Pearson)
6. Eric A. Morse and Ronald K. Mitchell : **Cases in Entrepreneurship** (Sage)

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## 303 – Computer Applications

### UNIT – I

Software overview – Software development process – Introduction to C language – Character set – Variables – Constants – Data types – Operators – Input/Output statements – Expression evolution – Assignment statements.

### UNIT – II

Decision making and Branching: – Simple If – If ... Else – Nested If – Switch Statement – Conditional Operator – GOTO Statement – Decision Making and Looping: While – Do – For Statement – Programming Exercises.

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

Pointers: Understanding Pointer – Initialization of Pointers – Pointers and Arrays – Pointer and Functions – Programming Exercises.

### References:

1. Behraowz A. Forouzan & Richard F.Gilbey : **Computer Science A Structured Programming Approach Using C** (Cengage)
2. Behraowz A. Forouzan & Richard F.Gilbey : **C Programming and Data Structures** ( Cengage)
3. Balaguruswamy : **Programming with C**, (McGraw Hill)
4. Yashavant Kanitkar : **Let Us C**, (BPB Publications)
5. V.V. Muniswamy : **C and Data Structure** (I.K.Publishing)

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### **304 – Project Seminar & Report**

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

### **305 – Career Planning and Development**

#### UNIT – I

Career – Concept, Planning, Management, Development – Life Stages and Career Development. Individual and Organizational approaches – Roles in Career management.

#### UNIT – II

Self Analysis – Skill inventory - Career Anchors – Life Scripts – Inventory of Career Development Practices – Career Discussion – Counselling – Mentoring.

#### UNIT – III

Resume – Objectives – Spade work – Drafting – Physical setting – Transmission – guide lines for effective writing – Job interviews – Types – Self analysis – Pre Interview Preparation – Physical Personality – Interview Process – Issues – Interview ending Phase – Tips for effective interview.

#### **References:**

1. Desimone, Werner & Haris : **Human Resource Development** (Thomson)
2. Paul Singh: **Writing Effective Resume** (Excel )
3. French and Bell : **Organization Development** (Prentice Hall)

#### **NOTE TO THE PAPER SETTER:**

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## 311- Consumer Behaviour & Relationship Marketing

### UNIT-I

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

### UNIT-II

Individual and group determinants of Consumer Behaviour - Perception - Attitude - Learning - personality - Motivation - Social class - Reference Groups and family influences – The influences of culture on Consumer behaviours.

### UNIT-III

Consumer decision making process - Issues in Consumer decision making process - Communication process - Consumer satisfaction – Relationship marketing.

### UNIT-IV

Applications – Consumerism - The Consumer Protection Act (1986) and Monopolies and Restrictive Trade Practices Act (1969).

### UNIT –V

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

### References:

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

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## 312 – Marketing Research

### UNIT – I

Marketing Research – The Nature and Scope – Role of Marketing Research- Organizations doing Marketing Research and Organization of Marketing Research Department - Alternative approaches to Marketing Intelligence – Periodic Projects and Continual Intelligence – Marketing Information Systems – Decision Support Systems – Data Mining – Marketing Research Process – Problem Formulation – Decision problem to Research problem – the Research Proposal.

### UNIT – II

Research Designs: Exploratory Research – Objectives and Methods – Descriptive Research – Objectives and Methods – Causal Designs – Concept of Causality - Experimentation : Laboratory and Field Experiments – Experimental Designs: True Experimental Designs – Quasi Experimental Designs – Experimentation in Marketing Research - Types of Test Markets – Data collection – Secondary Data - Primary Data - Design of Data Collection Forms.

### UNIT – III

Attitude Measurement – Scales of Measurement: Nominal, Ordinal, Interval and Ratio Scales – Self Report Attitude Scales: Equal Appearing Interval Scales – Summated Rating Scales – Semantic Differential Scales – Stapel Scale: Rating Scales: Graphic, Itemized, Comparative Scales: Sample Design - Types of Sampling Plans: Non Probability Samples – Probability Samples – Sample Size Determination.

### UNIT – IV

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

### UNIT – V

Multivariate Data Analysis: Discriminant, Factor, Cluster and Multi Dimensional Scaling: Preparation of the Research Report.

### **References:**

1. Gilbert A. Churchill, Jr and Down Iacobucci : **Marketing Research Methodological Foundation** (Cengage)
2. Donald S Tull and Del I Hawkins : **Marketing Research Measurement and Methods** (McGraw Hill)
3. David J Luch et al : **Marketing Research** (Prentice Hall)
4. Malhotra : **Marketing Research** (Pearson)
5. William G. Likmund : **Marketing Research** (Cengage)

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## 313 – Promotion Management

### UNIT – I

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

### UNIT – II

Advertising creativity : Planning Creative Strategies – The Creative Process – Creative Strategy Development – Creative Strategy Implementation and Evaluation – Media Planning and Strategy – Developing, Implementing and Evaluation of Media Strategies – Evaluation of Broadcast, Print Media and other Support Media.

### UNIT – III

Establishing Objectives and Budgeting for Advertising – The Advertising Agency functions – Agency Compensation – Evaluating Agencies – Evaluating the Social, Ethical and Economic aspects of Advertising.

### UNIT – IV

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

### UNIT – V

Consumer promotion tools – Samples – Coupons – Rebates – Price offs – Premiums (gifts) – Prizes – Contests – Sweepstakes – Games – Patronage awards – Free trials – Product warranties – Tie – In promotion – Cross Promotion – POP displays – Demonstrations. Trade Promotion tools – Price offs – Allowances – Free goods: Business and Sales force promotion tools – Trade Shows – Conventions.

### References:

1. Rajiv Batra , John Myers and David Aaker : **Advertising Management** (Prentice Hall)
2. Manendra Mohan : **Advertising Management – Concepts and Cases** (Tata McGraw Hill)
3. Robert C.Blattberg and Scott. A.Neslin : **Sales Promotion Concepts, Methods and Strategies** (Prentice Hall)
4. John.C.Totten and Martin P.Block: **Analyzing Sales Promotion – Text and Cases**
5. Kenneth E Clow & Donald Baack : **Integrated Advertising , Promotion and Marketing Communications** (Prentice Hall )
6. Shh kazmi Satish K Batra : **Advertising & Sales Promotion** (Excel)
7. Tom Duncan : **Principles of Advertising & IMC** ( McGraw Hill)

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## 314 – Product & Brand Management

### UNIT – I

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

### UNIT – II

Understanding Brands – Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning & Brand Equity – Value addition from Branding – CRM – Brand Loyalty.

### UNIT – III

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

### UNIT – IV

Measuring & Interpreting Brand Performance: Brand assessment through research – Brand Identity, Brand positioning, Brand image, Brand personality assessment and change, financial aspects of Brand.

### UNIT – V

Branding in different sectors, in customer sector, in Industrial sector, in Retail sector, in service sector.

### **References:**

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

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## **315 – Distribution and Supply Chain Management**

### **UNIT – I**

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

### **UNIT – II**

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

### **UNIT – III**

Planning demand and supply in a supply chain – Planning and managing inventories in a supply chain – Transportation in a supply chain – Net work design decisions – Information technologies in a supply decision.

### **UNIT – IV**

Production in supply chain management – Purchasing in a supply chain management – financial issues in supply chain management – E-business and supply chain.

### **UNIT – V**

Supply chain integration – coordination in a supply chain – Inter functional coordination – Inter Corporate coordination – Measuring Performance in the supply chain – Managing the supply chain – Supply chain Restructuring.

### **Reference:**

1. Janat Shah : **Supply Chain Management** (Pearson)
2. Suni Chopra and Peter Meindl : **Supply Chain Management** (Pearson)
3. R.P. Mohanty and S.G. Deshmukh : **Supply Chain Management** (Jaico)
4. John T. Mertzner: **Supply Chain Management** (Respones)
5. Anurag Saxena and Kaaushik Sircan : **Logistics and Supply Chain Management**
6. D.K. Agrawal : **Distribution and Logistics Management** (Macmillan)

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## 316 – Sales Management

### UNIT – I

Sales Management – Nature and Importance – Goals and functions – Salesmanship – Buyer - Seller dyads – Theories of selling.

### UNIT – II

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

### Unit – III

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

### Unit – IV

Compensation of Sales Force – Straight Salary – Straight Commission – Combination Plans – Non – Financial Rewards.

### Unit – V

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

### References:

1. Krishna K. Havaladar & Vasant M Cavale : **Sales & Distribution Management** (Text & Cases) (Tata McGraw Hill)
2. Still, Cundiff & Govani : **Sales Management - Decisions, Strategies and Cases** (Prentice Hall)

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## 317 – Marketing of Hospitality Services

### UNIT – I

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

### UNIT – II

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

### UNIT – III

Product development and partnership: Major groups of organizations in hospitality industry – Product / service mix – partnership – Role of guests and hosts in the marketing mix – TQM – Packaging and Programming – Market segmentation and positioning.

### UNIT – IV

Pricing of hospitality services – cost rate formula – Market tolerance – Differential pricing – Pricing strategies – Distribution mix – Intermediaries – On-line services – Channel organization.

### UNIT – V

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

### **References:**

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

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## 318 – Marketing of Health Care Services

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

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

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## 321 – Indian Financial System

### UNIT – I

Financial System: Functions and Structure – Financial Intermediaries – Financial markets – Financial instruments.

### UNIT – II

Indian Financial system – Structure of Commercial Banks – Non-Banking Finance Companies – Development Banks – Narasimham Committee Recommendations – SEBI Regulations.

### UNIT – III

Financial Markets in India: Functions of New issue market – Operations of Stock exchanges – SEBI regulations.

### UNIT – IV

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

### UNIT – V

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

### References:

1. M.Y. Khan: **Indian Financial System** (McGraw Hill)
2. Meera Sharma: **Management of Financial Institutions** (Prentice-Hall)
3. Bharati V. Pathak: **Indian Financial System** (Pearson)
4. A.M. Srivatsava and Divya Nigam: **Management of Indian Financial Institutions**  
(Himalaya)

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## 322 – Working Capital Management

### UNIT – I

Need for working capital – components of working capital – types of working capital – Determination of working capital – Factors influencing working capital requirement – liquidity Vs profitability.

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

1. Hampton J.J. Wanger : **Working Capital Management** (John wiley)
2. Scherr F.C. Modern : **Working Capital Management** (Prentice Hall)
3. P. Periasamy : **Working Capital Management** (Himalaya)

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## 323 – Management of Financial Services

### UNIT – I

An overview of Financial Services Industry- Trends in financial Services – Nature and Scope of financial services.

### UNIT – II

Leasing and Hire Purchase: Meaning and definition – Tax aspects – Evaluation – Accounting – Structuring – Funding – Qualitative factors.

### UNIT – III

Merchant Banking: Nature and Scope of merchant banking services – Management of public issues – Support services – Drafting of Prospectus – Disclosure requirements – Broking services – Market making – Securities underwriting – SEBI Guidelines relating to merchant banking.

### UNIT – IV

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

### UNIT – V

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

### References:

1. M.Y. Khan : **Financial Services** (Tata McGraw-Hill)
2. Verma. J.C : **Merchant Banking** (Tata McGraw-Hill)
3. K. Sasidharan and Alex K. Mathews : **Financial Services** (McGraw-Hill)

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## 324 – Security Evaluation and Investment Strategy

### UNIT – I

Avenues of Investment: Equity shares – Debt securities – Money market instruments – Investment in real assets – Investment in commodities (Gold, Silver, Platinum) – New avenues for investment – Mutual funds.

### UNIT – II

Valuation of debt securities: General valuation Framework - Yield to maturity – valuation of equity shares – Valuation models.

### UNIT – III

Risk and Return: Nature and types of risk – Measurement of risk – Risk return relationship – Benefits and limitations of diversification.

### UNIT – IV

Fundamental Analysis – Technical Analysis – EMH and Random Walk Theory – Behavioral finance.

### UNIT – V

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

### References:

1. D.E. Fischer and R.J.Jordan :**Security Analysis and Portfolio Management** (Pearson)
2. Sudhindra Bhat : **Security Analysis and Portfolio Management** (Excel)
3. Dhanesh Kumar Khatri :**Investment Management and Security Analysis** (Macmillan)
4. Mark Hirschey and John Nofsinger :**Investments** (McGraw Hill)
5. Stephens H. Penman: **Financial Statement Analysis and Security Valuation** ( McGraw Hill)
6. Berk Jonathan, Demarzo Peter : **Financial Management** (Pearson)
7. Arnold Glen, Kumas Mohan :**Corporate Financial Management** (Pearson)

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## 325 – Management Control Systems

### UNIT – I

Management control Systems: Nature, Goal congruence, informal controls, Functions of the controller.

### UNIT – II

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

### UNIT – III

Budget preparation: Nature, process Behavioural Aspects. Quantitative techniques, MBO versus budgetary control. Analysing Financial performance reports. Calculating variances, Variations in practice, limitations. Behavioural considerations.

### UNIT – IV

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

### UNIT – V

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

### **References:**

1. Anthony R.N., Govindarajan V : **Management Control Systems** (Tata McGraw Hill)
2. Merchant : **Modern Management Control Systems** (Pearson)
3. Maciaiello & Kirby : **Management Control Systems : Using Adaptive Systems to attain Control** (Prentice Hall)

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## 326 – Bank Management

### UNIT – I

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

### UNIT – II

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

### UNIT – III

Liquidity management in commercial banks – Theories of liquidity management – Management of reserves – Statutory Liquidity ratio – Cash reserve ratio.

### UNIT – IV

Management of non-performing assets – Management of income – Operational efficiency – Investments of commercial banks.

### UNIT – V

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

### References:

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

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## 331 – Counseling

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

#### **Reference:**

1. S. Narayana Rao: **Counselling and Guidance** (Tata McGraw Hill)
2. Board R: **Counselling People at Work** (Gomes)
3. Corner L S and Hackny H: **The Professional Counselling, Process Guide to Helping** (Prentice Hall)
4. Reddy Michel: **Counselling at Work** (British Psychological Society and Methuen)
5. Munro C A : **Counselling – Skills Approach** (Methuen)
6. Maclennan Nigel: **Counselling for Managers** (Aldershot)
7. Lewis E. Patterson: **The Counselling Process** (Thomson)

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## 332 – Management of Industrial Relations

### UNIT – I

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

### UNIT – II

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

### UNIT – III

Collective bargaining: concept, historical introduction, meaning and purpose, features of collective bargaining, approaches, techniques and strategies of collective Bargaining.  
Issues in Collective Bargaining.

### UNIT – IV

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

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

### UNIT – V

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

### References:

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

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## 333 – Performance and Reward Management

### UNIT – I

Reward, compensation and non compensation systems – Concept – Compensation issues

–

Economic theories-wage level, differentials.

### UNIT – II

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

### UNIT – III

Individual pay determinants – Components of pay – Fringe benefits.

### UNIT – IV

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

### UNIT – V

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

### References:

1. Narain, Laxmi : **Managerial Compensation and Motivation In Public Enterprises** (Oxford)
2. Sibson : **Wages and Salaries** (American Management Association)
3. Michael Armstrong : **Reward Management** (Kogan)
4. Milkovich & Newman : **Compensation** (Tata McGraw Hill)
5. Barry Gerhart & Sara L Rynes : **Compensation** (Sage)
6. Joe Martocchio: Strategic compensation: **A Human Resource** ( Pearson)
7. B D singh : **Compensation Reward Mangement** (Excel)
8. Dipak kumar Bhatta charya : **Compensation Management** (Oxford)

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## 334 – Human Resource Planning

### UNIT – I

Human Resource Planning – significance – Objectives and Functions – HRP Strategies Activities.

### UNIT – II

Strategic Human Resource Planning – Models, Process, Analysis, Inventory, Forecast.

### UNIT – III

Human Resource Planning – Recruitment and Selection, Placement, Induction Training, Socialization, HRP Policies – Retrenchment, Retention, Redeployment, Transfer, Promotion, Job Rotation, Exit Strategy.

### UNIT – IV

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

### UNIT – V

Human Resource Utilization – Indices, Testing – HR Information System – HR Accounting and Audit.

### Reference:

1. Srivarsava MP : **Human Resource Planning** (Institute of Royal Resource)
2. Udaiprakesh and T.V. Rao: **Human Resource System** (Oxford)
3. DK Bhattaacharya : **Human Resource Planning** (Excel)

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## 335 – Employee Legislation

### UNIT-I

Emergence and objectives of labour laws – The Socio – Economic environment – Industrial relations laws – Industrial Dispute Act 1947, Indian Trade Unions act 1926, Employees Standing Orders Act, 1946.

### UNIT-II

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

### UNIT-III

Social Security Laws – Workers compensation act 1923, Employees State Insurance Act, Employee Provident Fund Act, 1952, Payment of gratuity Act 1972, Maternity Benefit Act, 1961.

### UNIT –IV

Wage and Bonus Laws – The Law of Minimum Wages Act 1948, The Payment of Wages 1936, Payment of Bonus Act 1965.

### UNIT –V

Laws relating to working conditions – Factories Act 1948, AP Shops and Establishment Act, Apprentice Act 1961. AP Festival and National Holidays Act.

### References:

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

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## 336 – Training for Development

### UNIT – I

Human resource training – Concept, challenges training context, trainees, trainers, employers – Phases of training.

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

1. Gold stein & Ford: **Training for Development** (Prentice Hall)
2. Udai Pareek & TV Rao: **Designing & Managing Human Resource Systems with Spl Emphasis on HRD** (Oxford & IBH)
3. Rolf P Lynton & Udai Pareek: **Traning for Development** (Vistaar)
4. Noe: **Employee Traning and Development** (Tata McGraw Hill)
5. Blanchard, Nick: **Effective Training: System Strategies and Practices** (Pearson)
6. Pandu Naik, G: **Training and Development , Test Research and Cases** (Excel)
7. Sahu R.K: **Training for Development** ( Excel)
8. T V Rao: **Appraising & Development Managerial Research** (Excel)

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## 341 – System Analysis and Design

### UNIT-I

Systems Development Environment: Meaning and Scope of Information Systems analysis and Design – Systems Development – Approaches to system Analysis and Design, systems analyst - Responsibilities in Systems Development.

### UNIT-II

Determining System Requirements: Process – Methods – Structuring system Requirements: Dataflow Diagrams – Decision Tables – Decision Trees – Hipochart.

### UNIT-III

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

### UNIT-IV

Systems Implementation and Maintenance: Software Application Testing, Conversion Installation – Documenting the System, Training.

### UNIT-V

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

### References:

1. Jeffray A, Hoffer, Joey F.George and Joseph s. Valacich: **Modern Systems Analysis and Design** (Pearson)
2. M Awad: **Systems Analysis and Design** (Galgotia)
3. James A. Sen: **Analysis and Design of Information Systems** (McGraw Hill)
4. Doseph S. Valacich :**Essentials of Systems Analysis and Design** (Pentice Hall)
5. Gary B. Shelly :**Systems Analysis and Design Methods** (Cengage)

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## 342 – Data Base Management Systems

### UNIT – I

Introduction – Purpose of Database Systems – Data Abstraction Data Models – Data Independence – Data Definition Language, Data Manipulation Language – Database Manager - Database Administration. Entity – Relationship Model – E.R. Diagram, Reducing E.R.Diagrams to tables – Generalisation – Aggregation.

### UNIT – II

Relational Model - Structure of Relational Database - The Relational Algebra - The Relational Calculus - Views. Relational Commercial Languages - Structured Query Language (SQL) Query by Example (Quel) Integrity Constraints - Domain Constraints -Referential Integrity, Functional Dependencies -Associations - Relational Database Design-Pitfalls in relational Database Design Normalization, using Functional dependencies. Multivalued Dependencies, Normal Form.

### UNIT – III

File and System Structure - System Structure -Physical Storage Media File Organisation - Organisation of Records into Blocks, Mapping Relational Data to files, Data Dictionary – Storage, Buffer Management.

### UNIT – IV

Indexing and Hashing - Indexing - B+ -Tree Index Files - B- Tree Index Files - Static and Dynamic Hash Functions - Index Definition in SQL - Multiple key Access.

### UNIT – V

Hierarchical Model - Tree structure Diagrams - Virtual records - Mapping Hierarchies to files. Network Model- Data Structure Diagrams - The DBIG CODASYI - Model - Mapping Networks to files.

### References:

1. Henry, R .Korth & Abraham Silberschatz: **Data Base System concepts** (McGraw Hill)
2. Elmasri : **Fundamentals of Database Systems 5/e** (Pearson)
3. Date C.J: **An Introduction to Database Management Systems** (Addison and Wesley)
4. Atre, S: **Database Structured Techniques for Design Performance and Management** (John Wiley)
5. Nilesh Shah: **Data Base Systems Using Oracle** (Prentice Hall)
6. Yary W. Hansen: **Data Base Management Design** (Prentice Hall)

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## 343 – Decision Support Systems

### UNIT – I

Decision Support Systems: Definition – Characteristics – Performance objectives – DSS versus MIS - Technology Levels - Components of DSS.

### UNIT – II

Systems Analysis for DSS: Decision support Requirements – ROMC Approach – Flexibility in DSS – Iterative Design.

### UNIT-III

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

### UNIT-IV

Dialog Management - Database Management- Model Base Management.

### UNIT – V

DSS Implementation in Industries and Applications.

### References:

1. Ralph H. Sprague, and Eric D, Carlson: **Building Effective Decision Support Systems** (Prentice Hall)
2. Efraim Turban: **Decision Support and Expert Systems** (Macmillan)
3. Mohamed Azam. **Decision Support Systems & MIS** (Vikas)

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## 344 – Expert Systems and Artificial Intelligence

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### References:

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

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## 345 – Software Testing

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

Logic Based Testing: Overview, decision tables, path expressions, kv charts, specifications.

State, State Graphs and Transition testing: State graphs, good & bad state graphs, state testing, Testability tips.

### UNIT – V

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

### **References:**

1. Baris Beizer, Dreamtech : **Software Testing Techniques** (Second )
2. Dr.K.V.K.K.Prasad : **Software Testing Tools** (Dreamtech)
3. Brian Marick : **The Craft of Software Testing** (Pearson)
4. SPD : **Software Testing Techniques** (Oreille)
5. Edward Kit : **Software Testing in the Real World** (Pearson)
6. Meyers : **Art of Software Testing** (John Wiley)

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## 346 – Software Engineering

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

Implementation issues, Structured coding Techniques.

### UNIT – V

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

### **References:**

1. Pressman: **Software Engineering** (Tata McGraw Hill)
2. Sommervelli : **Software Engineering** (Pearson)
3. Carlo Ghezzi, Mehdi Jazayuni and Dino Mandnioli: **Fundamentals of Software Engineering** (Prentice Hall)
4. Rechord Fairley :**Software Engineering Concept** (Tata McGraw Hill)

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## 347 – Logistics Management

### UNIT – I

Logistics and Competitive Strategy: Mission of Logistics Management. Logistics relation – Ships – Logistics and supply chain information systems.

### UNIT – II

Customer Service: Marketing and Logistics Interface – Service driven logistics Systems. Pricing and Revenue Management.

### UNIT – III

Modeling and Bench marking: Optimization Models – Optimization tools survey – Total cost Analysis – Logistics Costing – Bench marking the Process – Logistic Process and Supply – Chain Process.

### UNIT – IV

Strategic Lead Time Management: Time based Competition – Lead time – Pipeline Management – Globalization Issues – Just – In – Time and Quick Response Logistics – Logistics Information Systems.

### UNIT – V

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

### **References:**

1. Janat shah : **Supply Chain Management Test Prepares** (Pearson)
2. M. Christofer : **Logistics and Supply Chain Management** (Prentice Hall)
3. C. Bozarth, Robert B. Hand filed: **Introduction to Operation and Supply Chain Management** ( Pearson)
4. Johnj Coley : **Management of Business Logistics** (Cengage)

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## 401 – Strategic Management

### UNIT – I

Strategic Management – The Nature and Value of Strategic Management – The Strategic Management Process – Components of Strategic Management Model.

### UNIT – II

Strategy Formulation – Defining the Company Mission – Assessing the External Environment – Remote and Industry Environment – Industry Analysis – How Competitive Forces Shape Strategy – The Company profile: Internal Analysis of the firm.

### UNIT – III

Formulating Long – Term Objectives and Grand Strategies: Strategic Analysis and Choice – BCG, GE, SWOT Analysis – Mc Kinsey's 7s frame work.

### UNIT – IV

Strategy Implementation – Operationalising the Strategy through Short Term Objectives, Functional tactics, Reward System and Employee Empowerment – Institutionalizing the Strategy: Structure – Leadership – Culture.

### UNIT-V

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

### References:

1. J A Pearce II and R B Robinson Jr: **Strategic Management Formulation Implementation and Control** (Tata McGraw Hill)
2. Arthur Sharplin: **Strategic Management** (McGraw Hill)
3. Michael E Porter : **Competitive Strategy** (Harvard University)
4. Michael E. Porter : **Competitive Advantage** (Harvard University )
5. Rao VSP & Harikrishna : **Strategic Management Text & Cases** ( Excel)
6. Adrain Haberberg : **Strategic Management** (Oxford)

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## 402 – International Business Management

### UNIT – I

Globalization – Global Institutions – Drivers of globalization – Changing Demographics of World economy.

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

Exporting, Importing and Counter trade – Global production and outsourcing – Global marketing – Global HRM – Financial Management in international business.

### References:

1. Charles W.L.Hill and Arun K.Jain : **International Business** (McGraw Hill)
2. K.Asathappa: **International Business** (McGraw Hill)
3. Anand K.sundaram and I.Stewart Black : **The International Business Environment** (Prentice Hall)
4. Michael R.Czinkota, Ilkka A,ronkainen and Michael M.Moffett: **International Business** (Cengage)
5. Don Ball and Wendell McCulloch : **International Business** (McGraw Hill)
6. Paul R. Krugman and Maurice Obstfeld: **International Economics** (Pearson)

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## 403 – Business Laws

### UNIT – I

Social responsibility of business – Importance of business laws and regulatory practices- Consumer Protection Act.

### UNIT – II

The Indian Contract Act – 1872: Nature of a Contract; Essential Elements of a Valid Contract void & unlawful contracts, Performance of a Contract; Breach of Contract and its Remedies; Quasi Contracts.

Special Contracts: contingent Contracts, Indemnity and Guarantee; contract of Agency; Bailment and pledge.

### UNIT – III

Sale of goods Act 1930: General Principles; Conditions and Warranties; Performance of Contract of Sale; Rights of an Unpaid Seller.

Negotiable Instruments Act 1881: Negotiation and Assignment; Holder, Holder – in – Due Course; Dishonour and Discharge of a Negotiable Instrument.

### UNIT – IV

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

### UNIT – V

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

### **References:**

1. ND Kapoor :**Mercantile law** (Sultan Chand )
2. SS Gulshan :**Business Law** (Excel)
3. Tuleja S.K. :**Business Law for Managers** (Sultan Chand)
4. Akhileswar Pathak :**Legal Aspects of Business** (Tata McGraw Hill)
5. Bull chandani R R : **Business law** ( Himalaya)

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## 404 – Organization Development

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

Structural Interventions – Comprehensive Interventions – Training experiences.

### UNIT – V

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

### References:

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

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## 405 – Presentation Skills

### UNIT-I

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

### UNIT-II

Creating Visual Aids-Delivering a Presentation-Body Language.

### UNIT-III

Informative Presentation: Contemporary issues from the News Papers and Magazines

Persuasive Presentation: New Product Presentations.

(Each Candidate has to make two presentations in this Course: One Presentation on the Contemporary Issues and another on the Company Products.)

### References

1. Asha Kaul: **The Effective Presentation, Talk Your way to Success** (Response)
2. Brian Tracy **Speak to Win: How to Present with Power in any Situation** (American Management)
3. Dale Carnegie : **How to Develop Self-Confidence & Influence People by Public Speaking** (Pocket )
4. Allen Pease : **Body Language** (Sheldon Press)
5. Hedwig Lewis: **Body Language A Guide for Professionals** (Response)
6. Robert M. Sherfield, Rhonda J. Montgomery and Patricia G. Moody : **Developing Soft Skills** (Pearson)

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**408 – VIVA – VOCE (Comprehensive Viva covering all the subjects of III & IV Semesters including Project work)**

## 411 – Insurance and Bank Marketing

### UNIT-I

Insurance Business in India – Privatization of Insurance Business – Potential for development of - Insurance business – Rural Insurance – Social insurance – Life insurance – Non Life insurance – Insurance products.

### UNIT-II

Indian Banking System – Commercial banking – Development banking – Cooperative banking – Banking products.

### UNIT-III

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

### UNIT-IV

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

### UNIT – V

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

### **References:**

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

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## 412 – Rural Marketing

### UNIT-I

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

### UNIT-II

Consumer profile and behaviour patterns – Consumer characteristics and influence – Buying

Models – segmentation – positioning – marketing research techniques in rural marketing.

### UNIT-III

Product strategy – Decisions with rural orientation and branding and packaging decisions – Innovation, diffusion and adoption – Launching of new product in rural areas.

### UNIT-IV

Pricing – Pricing strategies – Price changes and modifications – Distribution – Direct selling- Selling through intermediaters – Role of Co-operatives and other institutions.

### UNIT-V

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

### References:

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

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## 413 – International Marketing

### UNIT-I

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

### UNIT-II

International Marketing Research – Entering International Markets- Product Strategy for International Markets - Building Brands for International Markets.

### UNIT-III

Pricing Decisions for International Markets - International logistics and Distribution- Communication Decisions for International Markets - International Marketing of Services.

### UNIT-IV

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

### UNIT-V

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

### References:

1. Rakesh Mohan Joshi : **International Marketing** (Oxford )
2. Warren J. **Keegan: Global Marketing Management** (Pearson)
3. Philip R. Cateora and John L. Graham: **International Marketing** (Tata McGraw Hill)
4. Vern Terpstra and Ravi Sarathy: **International Marketing** (Cengage)
5. RL Varshney and B. Bhattacharya: **International Marketing Management :An**

### **Indian**

**Perpective** (Sultan Chand)

6. Subhas C.Jain: **International Marketing** (Thomson)
7. Michael R. Czinkota: **International Marketing** (Cengage)

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## 414 – Retail Marketing

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

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

### **References:**

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

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## 415 – Industrial Marketing

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

### References:

1. Krishna K.Havaladar: **Industrial Marketing** (Tata McGraw Hill)
2. Anderson and Naurus: **Business Marketing Management** (Pearson)
3. Alexander, Cross & Hill: **Industrial Marketing** (Taraporevala)
4. Reeder, Brierty and Reeder: **Industrial Marketing** (Prentice Hall)
5. CSG. Krishnamacharyulu & Lalitha. R: **Industrial Marketing** (Jain)

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## 416 – Agricultural Marketing

### UNIT – I

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

### UNIT - II

Types of agricultural products – Grading – Segmentation and targeting – Packaging – Branding Pricing of agricultural products – Subsidies and Incentives – Methods of pricing – Market information – Competition – Pricing problems.

### UNIT - III

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

### UNIT – IV

Distribution of agricultural products – Intermediaries – Regulated markets – Government regulations with regard to distribution of agricultural products – Direct marketing – WTO and agricultural marketing.

### UNIT – V

Storage of agricultural products – Warehousing – Problems in storage of agricultural products – Promotion of agricultural products – Marketing communication – Advertising – Sales promotion – Personal selling.

### **Reference:**

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

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## 421 – Mergers and Acquisitions

### UNIT – I

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

### UNIT – II

Different forms of mergers – Rationale for mergers and acquisitions – Value creation through mergers and acquisitions – Tax implications – Financing mergers and acquisitions – Merger Negotiations.

### UNIT – III

Takeovers – Tender offer – Defensive tactics – Leveraged buyouts – Divestment – Buyback of shares – Employee Stock Ownership Plans – Creeping acquisitions.

### UNIT – IV

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

### UNIT – V

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

### References:

1. Dr. JC.Verma : **Corporate Mergers, Amalgamation and Takeovers** (Bharat)
2. S. Ramanujam, et al: **Mergers – Issues Implications and Case Laws in Corporate Restructuring** ( Tata McGraw Hill)
3. Weston, et al : **Takeovers Restructuring and Corporate Governance** (Pearson)
4. Ravindhar Vadapalli: **Merger Acquisitions and Business Valuation** ( Excel)
5. Chandrasekhar Krishnamurti and Viswanath: **Mergers Acquisitions and Corporate Restructuring** (Response)
6. Kevin K. Boeh and Pall W. Beamish: **Mergers and Acquisitions** ( Sage)

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## 422 – Risk Management & Insurance

### UNIT – I

Understanding Risk: Types of risk - Risk Management & Control – Risk Management Process – Methods – Cost of Risk – Maximizing Value by Minimizing the Cost – Measuring the Cost of Risk – Risk management by individuals – corporate risk management.

### UNIT – II

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

### UNIT – III

Definition of Insurance – Insurable risk – Principles of insurance – Kinds of insurance – Costs and benefits of insurance – Pooling in insurance – Factors that limit the insurability of risk – Reinsurance.

### UNIT – IV

Insurance business in India – Framework of insurance business – privatization of insurance business – Insurance Regulatory and Development Authority (IRDA) – Govt. Policy on insurance sector.

### UNIT – V

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

### References:

1. Harrington. Niehaus : **Risk Management & Insurance** (McGraw Hill)
2. George E. Rajda : **Principles of Risk Management & Insurance** (Pearson)
3. James Triesehmann : **Risk Management & Insurance** (Thomson)
4. Dr. P.K. Gupta : **Insurance & Risk Management** ( Himalaya)

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## 423 – Financial Engineering

### UNIT – I

Meaning and scope of financial engineering – Tools of financial engineering – factors contributing to the growth of financial engineering.

### UNIT – II

Measuring return and Risk – Interest rates and exchange rates.

### UNIT – III

Product development – Futures and forwards-options – swaps – fixed income securities – Equity – Hybrid securities.

### UNIT – IV

Financial Engineering processes and strategies: Asset/liability Management – Hedging – Corporate Restructuring – Arbitrage and Synthetic Instruments.

### UNIT – V

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

### References:

1. John E. Marshall & Vipul K. Bansal : **Financial Engineering** (Prantice Hall)
2. Jurgen Topper : **Financial Engineering with Finite Elements** (John Wiley)

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## 424 – International Financial Management

### UNIT – I

Multinational Enterprise – International monetary system regimes – IMF – Global financial Markets – Foreign exchange market – Exchange rates.

### UNIT – II

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

### UNIT – III

Management of Exposure: Economic Exposure – Transaction exposure and Translation exposure – Currency Options and Futures – Currency Swaps.

### UNIT – IV

Working Capital management in multinational corporations: Cash Management - Accounts Receivables Management – Short term financing.

### UNIT – V

Capital budgeting in multinational Corporations – Cost of Capital and Capital structure of multinational firms – Long-term financing.

### References:

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

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## 425 – Financial Derivatives

### UNIT – I

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

### UNIT – II

Options – Basic principles – Option strategies – option spreads.

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

Financial Swaps: Interest rate swaps – Currency swaps – Swap Pricing.

### References:

1. David A. Dufofsky and Thomas W. Miller: **Derivatives** (Oxford)
2. John Hull :**Options Futures and other Derivatives** ( Pearson)
3. N DVohra and B R Bagri : **Futures and Options** (McGraw Hill)
4. Robert .A. Strong :**Derivatives** (Cengage)
5. Don M. Chance and Robert Brooks :**Derivatives and Risk Management Basics** (Cengage)
6. Jayanth Rama Varma : **Derivatives and Risk Management** (McGraw Hill)

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## 426 – Portfolio Management

### UNIT – I

Portfolio Management: Process of portfolio management of Portfolio Analysis - Portfolio Risk and Return Measurement - Diversification of Risk.

### UNIT – II

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

### UNIT – III

Capital Market Theory: Efficient Market Hypothesis - Capital Asset Pricing Model - Arbitrage Pricing Theory.

### UNIT – IV

Performance Evaluation of Portfolio: Need for Evaluation – Methods of Performance Evaluation: Sharpe's, Treynor's and Jensen's Measures of Portfolio Performance.

### UNIT – V

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

### References:

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

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## 431 – HR Accounting and Audit

### UNIT – I

HR as assets - Definition of Human Resource Accounting – Introduction to Human Resource Accounting – Human Resource accounting concepts, methods and applications – Human Resources accounting Vs other accounting systems.

### UNIT – II

Measuring human resource cost – Investment in employees – Replacement costs – Determination of Human Resource value – Monetary and non – Monetary measurement methods – Return on Investment approach.

### UNIT – III

Developing Human Resource Accounting systems – Implementation of Human Resource accounting – Integrated of accounting with other accounting systems – Recent advancements and future directions in Human Resource Accounting.

### UNIT – IV

Role of Human Resource audit in business environment – HR Audit objectives – Concepts – Components – Need – Benefits – Importance – Methodology – Instruments – HRD scorecard – Effectiveness of as an instrument – Issues in HR audit – Focus of HRD audit.

### UNIT – V

HRD audit report – Concept – Purpose – Role of HR managers and auditors – Report Design – Preparation of report – Use of Human Resource audit report for business improvement – Case studies.

**References:** Pramanik.A.K M.C. Jain : **Human Resource Accounting** (Jaico)

1. Prakash J, Khanelwal M C, Jain SC : **Human Resource Accounting** (Jaico)
2. T.V.Rao : **HRD Audit** (Response)

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## 432 –Stress Management

### UNIT – I

Stress: Meaning, discovery of stress, General Adaptation Syndrome, inevitability of stress, stress and estruses – Classification of stressors, Physical and emotional stressors – Mind and body relation Impact in the human being – Sources of Stress.

### UNIT – II

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

### UNIT – III

Stress severity, rating of stressors, and assessment of individual stress – Short term effects of stress, long term effects – Behavior disorders: medical disorders, emotional disorders, cognitive disorders – Personality and stress, type A, B, C and E personalities – Stress in occupation, stress and job performance, Managerial activities and executive stress.

### UNIT – IV

Managing stress – Coping responses – Relaxation techniques – Breathing techniques – Mediation – Muscular Relaxation – Bio feedback system – Visualization and imagery – Self Talk – Positive self control – Sleep Management – Exercise and body tune up – Aerobic exercise – Benefit of exercise.

### UNIT – V

Assertive Management – Time Management – Professional counseling – Development of B behavior and hardiness – Social Networking – Organizational coping strategies – Healthy mind and life activity – Spiritual outlook and wellness.

### References:

1. Walt Schafer: **Stress Management for Wellness** (Thomson)
2. Chares Worth, A. Edward and Nathan G. Ronald: **Stress Management, Comprehensive Guide to Wellness** (Balantine)
3. Hans Seyle: **Stress of life** (McGraw Hill)
4. Lazarus, R.S: Psychological :**Stress and Coping Process** (McGraw Hill)
5. Daniel Girndano, Dorthy Dusek, Georges S. Every: **Controlling stress and Tension** (Pearson)

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## 433 – Change Management

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

### References:

1. Mattel L : **Mastering Change** (New American Library)
2. Gabarrow J.J: **Dynamics of Taking Change** ( Harvard Business School)
3. Warren Bennis : **The Planning of Chance** (Rine Hort Winston )
4. Khandwalla P.N: **Fourth EYE – Excellence Through Creativity** (A.H. Wheeler )
5. Rosabeth, M.K: **Change Masters – Corporate Entrepreneurs at Work** (Urwin)
6. Clark: **The Essence of Change** (Prentice Hall )

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## 434 – Global Human Resource Management

### UNIT – I

International Human Resource Management concept, expanding role – Global issues and challenges – Cultural determinants, cross cultural implications.

### UNIT – II

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

### UNIT – III

International staffing – Nature, Sources, Policies – Training Expatriation –Repatriation.

### UNIT – IV

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

### UNIT – V

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

### References:

1. Dowling P.J : **International Dimension of Human Resource Management** ( Thomson)
2. Subba Rao P: **International Human Resource Management** ( Himalaya)
3. Adler N.J: **International Dimensions of Organizational Behaviour** (Kent)
4. Rao P.L : **Internal Human Resource Management** (Excel)
5. Tony Edwards & Chris Rees : **International Human Resource Management** (Pearson)

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## 435 – Leadership Development

### UNIT – I

Leadership and management – The nature of leadership – Trait, Behavioural and Contingence approaches.

### UNIT – II

Personality and leadership – Values, Attitudes, Charisma – Leadersmind – Emotional Intelligence - Leading with heart and mind, Love and fear – Moral leadership – Courage - Buliding followers.

### UNIT – III

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

### UNIT – IV

Leading effective teams – Leader challenges - Managing team conflict - Power, Influence, leadership - Source of leader power - Asserting and increasing power – Diagnosis – Delegatin – Negotiation – Problem solving.

### UNIT – V

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

### References:

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

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## 436 – Human Resource Development

### UNIT – I

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

### UNIT – II

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

### UNIT – III

HRD programme – Employee orientation – Socialization process, realistic job previews, performance management coaching – JIT job rotation – Experiential methods.

### UNIT – IV

Employee development – Formal education, assessment, job experience, interpersonal relationship – Career managements – Development – Leadership development – Behaviour modeling – Mentoring – Counseling services.

### UNIT – V

Indian experiences – HRD programme for culturally diverse employees

### References:

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

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## 441 – Systems Control and Audit

### UNIT – I

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

### UNIT – II

An overview of: Top Management Controls -Systems Development Management Controls - Programming Management Controls.

### UNIT – III

An overview of: Data Resource Management Controls - Security Management Controls - Operations Management Controls - Quality Assurance Management Controls-Boundary Controls-Input Controls - Processing Controls - Output Controls.

### UNIT – IV

Evidence collection and Evidence Evaluation: Audit Software- Code Review and Code Comparison- Concurrent Auditing Techniques.

### UNIT – V

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

### References:

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

### **Auditing,**

(Gorham & Lamont)

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

## 442 – Distributed Intelligence

### UNIT-I

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

### UNIT-II

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

### UNIT-III

Transmission - Digital Data Transmission, interface standards, Modems, Transmission media: - Guided media and unguided media. Multiplexing, Error detection and correction.

### UNIT-IV

ISDN - Services & History OSI Layers, TCP/IP

### UNIT-V

Net Working and Inter net working.

### References:

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

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

## 443 – Data Mining and Data Warehousing

### UNIT – I

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

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

Data mining: Introduction - Data loading, Benefits of Data Mining – Data Mining Techniques – Data Mining solutions – Web mining.

References:

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

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## 444 – Enterprise Resource Planning

### UNIT – I

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

### UNIT – II

ERP – Related Techniques: Open source and wireless technologies. Supply chain Management – ERP – II and Gap Analysis, ERP in Small and Medium Enterprises.

### UNIT – III

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

### UNIT – IV

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

### UNIT – V

ERP Applications. Success / Failure Factors of ERP Implementation. Implementation Strategies.

### Reference:

1. Motiwala : **Enterprise Systems for Management** (Pearson)
2. Alexis Leon: **Enterprise Resource Planning** (Tata McGraw Hill)
3. Vivod Kumar Garg and NK. Venkaita Krishnan: **E.R.P.Concepts & Practices** (Prentice Hall)
4. Sai Kumar ML: **Enterprise Resources Planning** (Institute)
5. Rahul V. Altekar: **Enterprise Resource Planning** (Prentice Hall)
6. Ashimsingla : **Enterprise Resource Planning** (Cengage)

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

## 445 – Data Communication and Network Analysis

### UNIT-I

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

### UNIT-II

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

### UNIT-III

Transmission - Digital Data Transmission, interface standards, Modems, Transmission media: - Guided media and unguided media. Multiplexing, Error detection and correction.

### UNIT-IV

ISDN - Services & History, TCP/IP

### UNIT-V

Net Working and Inter net working Derives.

### References:

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

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## 446 – E- Business

### UNIT – I

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

### UNIT –II

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

### UNIT – III

E- Business Architecture - Customers Relationship Management, Selling-chain  
Management – supply- chain Management- e-Procurement.

### UNIT –IV

Knowledge tone Applications - Next generation D.S.S Business Model- Suitability, Pitfalls  
and Consumer preferences.

### UNIT – V

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

### References:

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

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## 447 – Customer Relationship Management

### Unit – I

Conceptual Foundations of CRM – Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship selling concept.

### Unit - II

CRM in Consumer Markets – Customer Service and Contact Centres for CRM – Customer Satisfaction and Loyalty – Customer acquisition, Retention and Development – Complaint Management – Sales Force Automation.

### Unit – III

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

### Unit – IV

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

### Unit - V

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

### **References:**

1. Roger J. Baran : **Customer Relationship Management** (Cengage)
2. G. Shainesh & Jagadish N Sheth: **Customer Relationship Management A Strategic Perspective** (Macmillan)
3. John W Gosney and Thomas P Boehm: **Customer Relationship Management Essentials** (Prentice Hall)
4. Peelan : **Customer Relationship Management** (Pearson)

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