

I – II	L	P	Credits
	4	-	3
FINANCIAL MANAGEMENT			

UNIT -I

The Finance function: Nature and Scope. Evolution of finance function – The new role in the contemporary scenario - Goals of finance function – Firm’s mission and objectives. maximizing vs. satisfying (School); Profit vs. Wealth Vs. Welfare: the agency relationship and costs – The new debate on maximizing – vs.- satisfying. Major decision of financial manager. Risk-return trade off.

UNIT-II

Financing Decision: Sources of finance - a brief survey of financial instruments. Concept and financial effects of leverage. The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.

UNIT-III

(a) The Investment Decision: Investment decision process- Concept of time value of money. Techniques of time value of money. Developing Cash Flow Data. Using Evaluation Techniques-Traditional and DCF methods. The NPV vs. IRR Debate. Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty: Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta coefficients, Probability tree approach – Sensitivity analysis (a brief discussion of concepts and their numerical applications only).

(b) Dividend Decision: Major forms of dividends- Cash and Bonus shares. The theoretical backdrop-Dividends and valuation: Major theories centered on the works of Gordon walter and Lintner – Dividend policies of Indian Corporate.

UNIT-IV

Working Capital Management: Concepts and characteristics of working capital. Factors determining the working capital. Estimating working capital

requirements. Working capital policy. Management of current assets – Cash, Receivables and Inventory.

UNIT-V

Mergers and acquisitions: Merger vs. acquisition, types of mergers, mergers and acquisition trends in India. Tender offer and hostile takeover. Leveraged buy-outs. Financial management in Government companies: Scope of finance function in PSU. Social responsibility of PSUs, Performance and zero base budgeting in PSUs.

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

REFERENCES:

1. P.Vijaya Kumar, P.S.Ravindra, V. Kirankumar ”**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
3. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
9. A.P.Rao: “**Fundamentals of Financial Management**”. Everest Publishing House, New Delhi.
10. Vyuptakesh Sharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.
11. Shashi K.Gupta: “**Financial Services**”, Kalyani Publishers, New Delhi, 2012.

I – II	L	P	Credits
	4	-	3
HUMAN RESOURCE MANAGEMENT			

UNIT-I

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organisational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

UNIT-II

Investment perspectives of HRM: HR Planning –demand and supply forecasting - Recruitment and Selection- sources of recruitment - Tests and Interview Techniques - Training and Development – methods and techniques– training evaluation - retention - Job Analysis – job description and specifications. Management development - HRD concepts – mechanisms – career planning and counseling.

UNIT-III

Performance Evaluation: importance – methods – traditional and modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT-IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

UNIT-V

Managing Industrial Relations- Trade Unions-Employee Participation

Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms. –Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress. HR accounting and auditing: Nature and significance –problems – HR audit - process – HRIS - methods.

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

REFERENCES

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “**Human Resource Management**”, Excel Books, New Delhi, 2010
6. Muller_Camen. Croucher and Leigh: “*Human Resource Management- A Case Study Approach*”, JAICO Publishing, Delhi.
7. S.Seetharaman, B.Venkateswara Prasad: “*Human Resource Management*”, SCITECH Publication (India) Limited, Hyderabad, 2009.
8. Gary Dessler, Biju Vrkkey: “*Human Resource Management*”, Pearson Education, New Delhi, 2011
9. Uday Kumar Haldar: “*Human Resource Development*”, Oxford University Press, New Delhi, 2012.
10. Narendar Singh: “*Human Resource Management*”, Universities Press (India) Private Limited, Hyderabad, 2011.
11. B.B.Mahapatro: “*Human Resource Management*”, New Age International Publishers, New Delhi, 2011
12. R.S.Dwivedi: “*Human Relations and Organisational Behaviour*”, MacMillan Business Books, New Delhi, 2013.

I – II	L	P	Credits
	4	-	3
MARKETING MANAGEMENT			

UNIT-I

Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Marketing Intelligence system, marketing decision system

UNIT-II

Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.

UNIT-III

Pricing Strategy: Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.

UNIT-IV

Marketing Communication: the communication process , Communication mix, Managing advertising sales promotion , Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.

UNIT-V

Marketing Organization and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.

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

REFERENCES

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.
7. Arun Kumar, Meenakshi N: “**Marketing Management**”, Vikas Publishing House, New Delhi, 2012.
8. Sontakki C.N.: “**Marketing Management**”. Kalyani Publishers, New Delhi, 2012..
9. Kenneth E, Clow, Donald Baack: “**Cases in Marketing**”, SAGE ,New Delhi, 2012.
10. Dilip M, Sarwate: “**Indian Cases in Marketing Management**”, Everest Publishing House, New Delhi,

I – II	L	P	Credits
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PRODUCTION & OPERATIONS MANAGEMENT			

UNIT-I

Introduction: Overview & Definition of production and operations management. Nature and Scope of Production and Operations Management- Historical Evolution –Role & responsibilities of the production manager. Types of manufacturing processes and Product Design.

UNIT-II

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

UNIT-III

Managing of Work Environment –Automation —Technology Management - Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT-IV

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT-V

Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

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

REFERENCES

1. Panner Selvern: “**Production and Operation Management**”, Prentice Hall of India, New Delhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi, 2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. Alan Muhlemann, John Oakland, Jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi, 2013
6. Gagan Deep & Mandeep : “**Production and operations Management**”, Kalyani publishers, New Delhi, 2010
7. Upendra Kachru: “**Production and Operations Management**”, Excel Books, New Delhi, 2013.
8. L.C. Jhamb: “**Production and Operations Management**”, Everest Publishing House, New Delhi, 2013.
9. Kaushal: “**Case Studies solutions in Production and Operations Management**”, MacMillan, New Delhi, 2012.
10. P.Ram Murthy: “**Production and Operations Management**”, New Age International Publishers, New Delhi, 2009.

I – II	L	P	Credits
	4	-	3
BUSINESS RESEARCH METHODS			

UNIT-I

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT-II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT-III

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT-IV

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

UNIT-V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

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

REFERENCES

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**” , Everest Publishing House, New Delhi, 2010.
7. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011
8. Ranjit Kumar: “**Research Methodology**”, Pearson,New Delhi,2012
9. Deepak Chawla , Neena Sondhi: “**Research Methodology, Concepts and Cases**” Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

I – II	L	P	Credits
	4	-	3
BUSINESS ETHICS AND CORPORATE GOVERNANCE			

UNIT-I

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

UNIT-II

Impact of Globalization on Indian business ethics. Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

UNIT-III

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

UNIT-IV

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

UNIT-V

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

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

REFERENCES:

1. S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “**Cases in Business Ethics**”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.
5. A.C.Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.
6. H.C.Mruthyunjaya: “**Business Ethics and Value Systems**”, PHI Learning, New Delhi, 2013.
7. U.C Mathur: “**Corporate Governance Business Ethics; Text and Cases**”, MacMillon, New Delhi, 2012.
8. Bob Tricker: “**Corporate Governance**”, Oxford University Press, New Delhi, 2010.
9. Sisir Mazumder: “**Values and Ethics in Profession**”, Everest Publishing House, New Delhi, 2013.