

THIRUVALLUVAR UNIVERSITY

CHOICE BASED CREDIT SYSTEM (CBCS)

Master of Business Administration (M.B.A)

(Effective from the Academic year 2017-2018)

For Full - Time Course - (2 Years)

The Course of Study and the Scheme of Examinations

Year / Semester	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Max. Marks		
						CIA	Uni. Exam	Total
I Year I Semester	Main	Paper-1	Management Principles	4	4	25	75	100
	Main	Paper-2	Business communication	5	4	25	75	100
	Main	Paper-3	Organizational Behaviour	5	4	25	75	100
	Main	Paper-4	Accounting for Managers	6	4	25	75	100
	Main	Paper-5	Managerial Economics	5	4	25	75	100
	Main	Paper-6	Research Methodology	5	4	25	75	100
				Total	30	24	150	450
I Year II Semester	Main	Paper-7	Human Resource Management	5	4	25	75	100
	Main	Paper-8	Marketing Management	5	4	25	75	100
	Main	Paper-9	Financial Management	5	4	25	75	100
	Main	Paper-10	Operations management	5	4	25	75	100
	Electives I	Paper -1	(Refer Table Below) *	4	3	25	75	100
	Electives II	Paper-2		4	3	25	75	100
		Compulsory Paper		Human Rights	2	2	25	75
			Total	30	24	175	525	700
II Year III Semester	Main	Paper-11I	Management Information System	5	3	25	75	100
	Main	Paper-12	Operation Research	5	3	25	75	100
	Main	Paper-13	Legal Systems in Business	5	3	25	75	100
	Main	Paper-14	Project Management	5	3	25	75	100
		Elective III	Paper-3	(Refer Table Below) **	5	3	25	75
	Elective IV	Paper-4	5		3	25	75	100
	Project Viva Voce @			--	4	25	75	100
			Total	30	22	175	525	700

II Year IV Semester	Main	Paper-15	Entrepreneurial Development	5	4	25	75	100
	Main	Paper-16	Strategic Management	5	4	25	75	100
	Main	Paper-17	Management Control system	5	3	25	75	100
	Main	Paper-18	Quality Management	5	3	25	75	100
	Elective V	Paper-5	(Refer Table Below) ***	5	3	25	75	100
	Elective VI	Paper-6		5	3	25	75	100
			Total	30	20	150	450	600
			Semester I	30	24	150	450	600
			Semester II	30	24	175	525	700
			Semester III	30	22	175	525	700
			Semester IV	30	20	150	450	600
			Total	120	90	650	1950	2600

* For second Semester - Select any two papers for electives I and II under functional category. Such selected specialisation would continue as the MBA course specialisation for semester III and IV. (Dual Specialisation Compulsory)

Specialisation/Subject	Human Resource	Marketing	Finance
Elective I & II	Industrial and Labour Relations	Consumer Behaviour	Security Analysis and Portfolio Management

** For third Semester - Electives III and IV (Choose two papers from the specialisation papers listed below. Not more than one paper from one specialisation).

Specialisation/Subject	HR	Marketing	Finance
Elective III	Training and Development	Advertising and Sales Promotion	Financial Services
Elective IV	Performance Management	Retail Management	Derivatives Management

***For fourth Semester Electives V and VI (Choose two papers from the specialisation papers listed below. Not more than one paper from one specialisation)

Specialisation/Subject	HR	Marketing	Finance
Elective V	Organisational Development	Sales and Distribution Management	Banking and Indian Financial System
Elective VI	Strategic Human Resource Management	Brand Management	Working Capital Management

@ Project Report and Viva-Voce:

The Project work has to be undertaken for a period of 45 days duration during the summer vacation between second and third semesters. The project report should be submitted with 60 days from the commencement of third semester.

The Project Report must be submitted through the Supervisor and the Head of the Department.

Question Paper Pattern

Section A	5 X 6 (either or pattern) One question from each unit	30 Marks
Section B	3 X 15 (out of 5 Question) One question from each unit	45 Marks
	Total	75 Marks

THIRUVALLUVAR UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

SYLLABUS

UNDER CBCS

(with effect from 2017-2018)

SEMESTER I

PAPER – 1

MANAGEMENT PRINCIPLES

UNIT-I

Nature and Functions of Management - Importance and Process of Management - Historical Roots of Contemporary Management Practices: Pre-modern era-Classical Contributions - Development of Management Thoughts - Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

UNIT-II

Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning - Management by Objectives - Decision Making: Rationality in Decision Making - Decision Making and MIS - Forecasting: Techniques of Forecasting.

UNIT-III

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees.

UNIT-IV

Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision.

UNIT-V

Co-Ordination - Need for Co-Ordination - Principles and Techniques of Co-ordination - Control: Need for Control - Steps in Control Process - Control Techniques.

References

1. Koontz, Weihrich, Aryasri. Principles of Management, TATA McGraw Hill, New Delhi, 2004.
2. Samuel C. Certo, S. Trevis Certo, Modern management 10 Ed, PHI Learning, New Delhi, 2008.
3. James A. Stoner, Edward Freeman, Daniel Gilbert, Management, PHI Learning, New Delhi, 2007.
4. Williams/ Kulshrestha, Principles of Management, Cengage Learning, New Delhi, 2011.
5. J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.

TextBooks

1. P.C.Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Subba Rao .P, Management & Organizational Behavior, Himalaya Publishing House, Mumbai, 2011.

PAPER – 2

BUSINESS COMMUNICATION

UNIT-I

Communication: Meaning and Definitions - Objectives of Communication - Role of Communication - Process and Elements of Communication - Communication Networks - Types and Media of Communication - Barriers to Communication - Characteristics for Successful Communication - Information Technologies.

UNIT-II

Management and Communication: Need and Importance of Communication in Management - Corporate Communication - Communication Training for Managers - Communication Structure in an Organization.

UNIT-III

Business Letter: Need of a Business Letter - Function of Business Letter - Kinds of Business Letter - Essentials of effective Business Letter - Language and Layout - Planning the Letters - Enquiries and Replies - Sales Letter - Orders, Tender and Notice - Complaints - Letter of Appointment.

UNIT-IV

Correspondence: Bank Correspondence - Insurance Correspondence - Agency Correspondence - Import-Export Correspondence.

UNIT-V

Report Writing: Meaning and Importance of Reports - Purpose of a Report - Types of Business Reports - Characteristics of a Good Report - Preparing a Report - Report by Individual and Committees - Agenda and Minutes of Meeting.

References

1. Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Namita Gopal, Business Communication, Galgotia Publications Pvt., Ltd., New Delhi.
3. Shinley Taylor, Communication for Business, Pearson Education, New Delhi.
4. Lesicar & Flatley, Basic Business Communication, Tata McGraw-Hill, publishing Company Limited, New Delhi.
5. P.D.Chaturvedi & Mukesh Chaturvedi, Pearson Education.
6. R.C.Sharma & Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Basic Business communication, Raymond V. Lesikar, Tata Mc Graw Hill, 2009.

TextBooks

1. R K Madhukar, Business Communication, Vikas Publishing, New Delhi.
2. C. S. Rayudu, Communication, Hima;aya publishing, Mumbai. 2007.
3. Sundar.K Business Communication. Vijay Nicole Imprints Private Limited, Chennai .

PAPER – 3

ORGANISATIONAL BEHAVIOUR

UNIT-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour - Hawthorne experiments and its implications - Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality.

UNIT-II

Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes ,Values and Job satisfaction - Stress – Causes of stress – Stress reduction strategies.

UNIT-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management – Counselling.

UNIT-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership - Power – sources of power.

UNIT-V

Organizational Culture - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change.

References

1. Stephen P. Robbins, Timothy Judge, Seema Sanghvi, Organizational Behaviour, Pearson Education, New Delhi, 2010.
2. Debra L. Nelson, James Campbell Quick Khandelwal Preetam – Organizational Behaviour, Cengage Publishers (LTR Series) , New Delhi, 2011.
3. John. W Newstorm and Keith Davis, Organizational Behaviour - Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2010.
4. Ricky W. Griffin, Gregory Moorhead, Organizational Behaviour, Biztantra, Delhi, 2009.

TextBooks

1. K. Aswathappa, Organizational Behaviour Text, Cases and Games, Himalaya Publishing House, New Delhi, 2011
2. Kalliath, Brough, O’driscoll, Manimala, Organizational Behaviour Tata McGraw-Hill New Delhi 2010
3. Sundar.K Organizational Behaviour. Vijay Nicole Imprints Private Limited, Chennai

PAPER – 4

ACCOUNTING FOR MANAGERS

UNIT-I

Introduction to Financial, Cost and Management Accounting - Basic Accounting Concepts and Conventions - Accounting Records and Systems - Journal - Ledger - Trial Balance - Construction of Profit & Loss Account and Balance Sheet.

UNIT-II

Financial Statement Analysis: Tools of Financial Statement Analysis - Ratio Analysis – Classification of Ratios – Profitability Ratios - Turnover Ratios – Financial Ratios.

UNIT-III

Fund Flow and Cash Flow Statement Analysis: Uses of Funds flow statement – Preparation of Funds flow statement – Difference between funds flow analysis and cash flow analysis – Preparation of cash flow statement (As Per AS -3)

UNIT-IV

Cost Concepts - Elements of Costs – Function of Cost Accounting - Cost Sheet - Marginal Costing – Feature of Marginal Costing - Cost Volume Profit Analysis – Important terms and concepts in CVP analysis – Application of Marginal costing.

UNIT-V

Budget and Budgetary Control - Budget as a Planning and Control Tool - Nature and Objectives of Budgetary Control - Preparation of Different Budgets – Capital Budgeting – Methods of capital budgeting.

Note: Problems 60% and Theory 40%

References

1. N.P.Srinivasan, M. Sakthivel Murugan, Accounting for Management, S.Chand & Company Ltd., New Delhi.
2. Dr. S.N. Maheshwari, Principles of Management Accounting, S.Chand & Company Ltd., New Delhi.
3. Man Mohan & S.N.Goyal, Principles of Management Accounting, Sahityabhavan, Agra, India.
4. Nitin Balwani, Accounting and Finance for Manager, Excel Books, New Delhi.

Text Books

1. R. Narayanasamy, Financial Accounting-A Managerial Perspective, Prentice Hall India, Pvt., Ltd., New Delhi.
2. S.P.Jain & K.L.Narang, Cost Accounting, Kalyani Publishers, New Delhi.
3. S.N.Pillai, Bagavathi & S.Uma, Fundamentals of Advanced Accounting, S.Chand & Ltd., New Delhi. Company.

PAPER – 5

MANAGERIAL ECONOMICS

UNIT-I

Nature and Scope of Managerial Economics - Business Decisions and Economic Analysis - Economic Theory and Managerial Economics - Managerial Economist's Role and Responsibility - Risk and Uncertainty - Basic Techniques.

UNIT-II

Demand Concepts - Demand Determinants - Demand Distinctions - Demand Elasticity and Demand Estimates - Demand Forecasting – Supply Factor and Economies of Scale.

UNIT-III

Cost Concepts - Cost Function - Cost-Output Relationship - Managerial Uses of Cost Functions - Production Concepts and Analysis - Laws of Production.

UNIT-IV

Price Concepts and Determination - Pricing Policies and Methods - Break-even analysis - Pricing under Different Objectives - Profit Maximization and Free Pricing - Government Interventions and Pricing - Pricing in Practice - Economic Theory of the Firm.

UNIT-V

National Income – Concept – National Income Accounts – Computation of National Income – Foreign Investment – Types – FDI and FII.

References and TextBooks

1. R.L.Varshney & K.L Maheswari, Managerial Economics, Vikas publishing House Private Ltd., New Delhi.
2. Joel Dean, Managerial Economics, Prentice Hall of India Private Limited, New Delhi.
3. D.M. Mithani, Managerial Economics-Theory and applications, Himalaya Publishing House, New Delhi.
4. Atmanand, Managerial Economics, Excel Books, New Delhi.
5. D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt., Ltd., New Delhi
6. Paul A Samuelson and William D Nordhans, Economics, Tata McGraw- Hill Publishing Company Ltd., New Delhi.

PAPER – 6

RESEARCH METHODOLOGY

UNIT-I

INTRODUCTION: Definition of Research, Research Problems in Management, *Types of Research* – Exploratory Research, Conclusive Research, Modeling Research, Research Process, Types of Hypotheses, Types of error, Statistical experiment and its design. Types of data, *Primary data collection* – observation method, personal interview, telephonic interview, mail survey, questionnaire design, Sources of Secondary data, Frequency distribution, Cumulative frequency distribution, Charts.

UNIT-II

Types of Scale, *Scales for Stimuli* – Thurstone’s Case-V Scale model, Osgood’s Semantic differential scale, *Scaling Respondents*- Likert scale, Q-sort scale.

Sampling Methods – probability sampling methods (Simple random sampling with and without replacement, Cluster sampling, stratified sampling), Non-probability sampling methods- convenience sampling, judgment sampling, quota sampling, snowball sampling. *Basic statistical measures*- mean, median, mode, standard deviation, co-efficient of variation.

UNIT-III

Point and Interval Estimates of Means and Proportions; *Testing of Hypothesis* – One sample and Two Samples Z & t tests for means and variances, *Chi-Square Test*- for testing independence of categorized data; goodness of fitness test, Time series analysis. *Non-parametric tests* – one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test.

UNIT-IV

Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression. ANOVA – Completely Randomized Design, Randomized Complete Block Design, Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

UNIT-V

Types of report- technical report, survey based report, Guidelines for reviewing draft, Report format – Typing instructions, oral presentation, Introduction to SPSS.

Note: Problems 40% and Theory 60%

TextBooks

1. Donald R. Cooper, Pamela S. Schindler, New Delhi, TATA McGraw Hill, 9th Edition.
2. Beri, G.C. Business Statistics, New Delhi, TATA McGraw Hill, 2nd Edition.
3. Kothari. C.R. Research Methodology, New Age International (p) Ltd, New Delhi, 2004.
4. Krisnasamy. O.R, and M. Ranganathan. Methodology of research in social science, Himalaya Publishing house, Mumbai, 2005.
5. Bhandarkar Wilkinson laldas. Methodology and techniques of social research, Himalaya Publishing house, Mumbai, 2004.

Reference Books

1. David M. Boje: Narrative Methods for Organizational and Communication Research, New Delhi, Sage Publication, 2001.
2. Dwiedi R.: Research Methods in Behavior Science, New Delhi, Macmillan India Ltd., 2001.
3. Levin & Rubin: Statistics for Management, New Delhi, Prentice Hall of India, 2002.
4. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004

SEMESTER II

PAPER – 7

HUMAN RESOURCE MANAGEMENT

UNIT-I

Human Resource Management – Objectives and Importance – Functions and Scope of HRM – Qualities of HR Managers – Changing role of HR managers - HR functions and Global Environment.

UNIT-II

HR Planning and Recruitment: HR Planning Process - Job Analysis - Recruitment and selection – Sources of Recruitment – Meaning and Process of Selection – Selection tests and interviews.

UNIT-III

Training and Development: Importance and Objectives of Training – Assessment of training needs – Methods of Training – Executive Development – Methods and techniques of Executive Development – Performance Appraisal – Uses and Process – Traditional and Contemporary methods of Performance Appraisal System.

UNIT-IV

Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Job evaluation - Fringe benefits and services - Employee Welfare.

UNIT-V

Industrial Relations: Concept, Objectives and approaches – Causes and measures for industrial relations - Factors influencing industrial relations - - Role of Trade unions - Collective Bargaining - Workers' participation in management.

Case Study from any of the above units.

References

1. Decenzo & Robbins, Personnel / Human Resource Management, 3rd ed., John Wiley & Sons (Pvt.) Ltd.
2. Biswajeet Patanayak, Human Resource Management, PHI, New Delhi
3. Luis R. Gomez, Mejia, Balkin and Cardy, Managing Human Resources PHI, New Delhi.
4. Rudrabasavaraj, Dynamics of Personnel Admn. Himalaya Publishing House, Mumbai
5. Venkat Ratnam C.S. & Srivatsava, B.K. Personnel/Human Resource Management, Tata McGraw Hill, New Delhi
6. Monappa Arun & Mirzas Saiyadin, Personnel Management, Tata McGraw Hill, New Delhi
7. Gary Dessler, Human Resource Management - (8th ed.,) Pearson Education, Delhi
8. P. Subba Rao, Essentials of Human Resource Management & Industrial Relations, Himalaya Publishers, Mumbai.
9. Ian Beardwell, Len Holden, Human Resource Management - A Contemporary perspective, Macmillan India Ltd.

Text Books

1. C.B. Mamoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006.
2. Gary Dessler, Biju Varkey, Human Resource Management Pearson Education, Delhi, 2009.
3. Rao .P.L, Comprehensive human Resource management, Excel Books, new Delhi, 2006.
4. Subba rao, P., Personal and Human resource Management, Himalaya Publishing House, Mumbai, 2004.

PAPER - 8

MARKETING MANAGEMENT

UNIT-I

Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

UNIT-II

Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

UNIT-III

Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

UNIT-IV

Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and whole selling - channel decision.

UNIT-V

Promotion - advertising - designing copy - media selection - sales promotion strategies - Marketing research - marketing research process - sales forecasting techniques.

References

1. Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd. 2001.
2. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, New Delhi, Macmillan, 2002.
3. Iacobucci Dawn, Kapoor Avinash, Marketing Management, LTR series, Cengage Learning, New Delhi, 2011
4. Biplab S. Bose, Marketing Management, 3rd edition, Himalaya Publishing House, Mumbai, 2010

Text books

1. Kotler Philip, Keller, Koshy, Jha. Marketing Management, Pearson Education, New delhi, 2007
2. JoelR Evans, Berman. Marketing Management, Cengage Learning, New Delhi, 2009
3. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, Macmillan, New Delhi, 2009
4. Varshney, Marketing Management, Sultan Chand, New Delhi, 2010

PAPER – 9

FINANCIAL MANAGEMENT

UNIT-I

Financial Management: Objectives and Functions – Scope of Financial Management - Role of Finance Manager – Risk-return trade off – Time value of money.

UNIT-II

Capital Budgeting: Features and Objectives – Need and Significance of Capital Budgeting - Capital budgeting process – Methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting.

UNIT-III

Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital - Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity and weighted average cost of capital.

UNIT-IV

Capital Structure Planning – Optimum capital Structure – Factors determining capital structure – Theories of Capital Structure – NI Approach – NOI Approach - MM Approach – Dividend policy – Types of dividends – Factors determining Dividing Policy – Walter’s Model – Gordon’s Model – MM Hypothesis.

UNIT-V

Working Capital Management – Definition– Types of Working Capital – Significance of Working Capital – Sources of Working Capital – Factors affecting working capital requirements – Forecasting working capital requirements.

Note: Problems 60% and Theory 40%

Text Books

1. I. M. Pandey, Financial Management, Vikas Publishing, New Delhi, 2009
2. Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, New Delhi, Tata McGraw Hill Publishing Co., 6th edi, 2012
3. Chandra Prasanna: Financial Management - Theory and Practice, New Delhi, Tata McGraw Hill Publishing Co., 4th ed., 1997
4. Sheeba kapil, Financial Management, Pearson Education, New delhi, 2009
5. Eugene F. Brigham, Joel F. Houston, Fundamentals of Finance Management, Cengage learning, New Delhi, 2011
6. Kuchhal S C: Financial Management, Allahabad, Chaitanya Publishing House, 1994.

Reference Books

1. John C. Hull; Options, Futures and other Derivative Securities: New Delhi, Prentice Hall of India Pvt. Ltd., 2nd ed., 1996.
2. Pamela P. Peterson: Financial Management and Analysis, New York, McGraw Hill, Inc., International ed., 1994.
3. Rao P.M: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publication (P) Ltd., 1999.
4. Van Horne. James C: Financial Management and Policy, New Delhi, Prentice Hall of India Pvt. Ltd., 10th ed., 1996.

PAPER – 10

OPERATIONS MANAGEMENT

UNIT-I

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT-II

Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipments. Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method. Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model.

UNIT-III

Implementation of Inventory Systems, Introduction to P & Q system of Inventory Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study.

Quality Control: Introduction, Need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement(Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off.

Reliability: Reliability Improvement, Reliability Calculations for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

TextBooks

- 1.Panneerselvam. R, production and operations management, 3rd Edition, PHI Learning, Delhi, 2013.
- 2.S.N. Chary, production and operations management, (Tata McGraw Hill).

References

- 1.Joseph G. Monks: operations management - theory and problems, (McGraw Hill).
- 2.Everett E. Adam & Ronald J. Ebert: production and operations management, (Prentice Hall, 1994).
- 3.William J. Stevenson: production/operations management, Richard Irwin.
- 4.Norman Gaither: production and operations management, (The Dryden Press).
- 5.Jack R. Meredith, the management of operation, (John Wiley & Sons).
- 6.Jay Heizer & Barry Render: operations management, Prentice Hall International, Inc. 2001, International Edition.

ELECTIVE I & II

PAPER – 1

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit-I

Investment – investment Vs speculation – characteristics of investments – investment opportunities – investment process – risk and return – measures of return – sources of risk – measuring risk – risk premium.

Unit-II

portfolio return and risk – diversification – modern portfolio theory – efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model.

Unit-III

Fundamental Analysis – factors consider in Economic Analysis – Industrial Analysis: Industrial classification according to business cycle – Industry life cycle analysis – key characteristics in an industry analysis – qualitative aspects of industrial analysis – company analysis fundamentals.

Unit-IV

Common stock valuation – Dividend discount model – PIE model – relative valuation ratios. Efficient market theory – Forms of market efficiency – Evidence on market efficiency – implications of efficient market hypothesis.

Unit-V

Technical Analysis Vs Fundamental Analysis – underlying assumption of technical analysis – advantages – technical trading rules and indicators – momentum indicators – stock price and volume techniques Portfolio performance evaluation – risk adjusted measures of performance: style analysis.

Text Books

1. Donald E. Fischer and Ronald J Jordon: Security Analysis and Portfolio Management, New Delhi, Prentice Hall of India, 1990.
2. Robert A. Hanger: Modern Investment Theory, New Delhi, Prentice Hall of India (P) Ltd., 2002.

Reference Books

1. Bhalla V.K.: Investment Management; Security analysis and Portfolio Management, New Delhi, Prentice Hall of India, 6th Ed., 1995.
2. Bhalla V.K.; Financial Derivatives; New Delhi, S. Chand & Company Ltd., 1st ed., 2001.
3. Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey: Fundamentals of Investments, New Delhi, Prentice Hall of India (P) Ltd., 2002.
4. William F. Sharpe, Gordon J. Alexander, Jeffery V. Bailey: Investments, New Delhi, Prentice Hall of India (P) Ltd., 2002.
5. Charles P Jones, “Investment Analysis and Portfolio Management” Wiley Student edition, Wiley India Limited, 9th Edition, New Delhi.2008.
6. Reily and Brown, “Investment Analysis and Portfolio Management” South Western Cengage Learning, New Delhi.
7. Ranaganatham.M., and Madhumathi.R., “Investment Analysis and Portfolio Management” Pearson Education India Limited, 2008.

ELECTIVE I & II

PAPER – 2

CONSUMER BEHAVIOUR

Unit–I: Consumer Behaviour Introduction

Consumer behaviour – Definition – scope – customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behavior – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics

Unit–II: Consumer motivation, Personality

Needs – Goals – Discovering purchase motives – motivation research – Defense mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour –Self image – Forms of self image – How general personality influence consumer behaviour

Unit–III: Consumer learning and Reference group appeal

Classical Conditioning – Instrumental Conditioning – Information Processing – Perceptual mapping – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

Unit–IV: Consumer perception

Perception – Weber’s Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality - Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process.

Unit–V: Purchasing Process and Post purchase behavior

Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, situation segmentation – Positive / negative Post purchase Behaviour – Complaint Behaviour.

References and Text Books:

1. Jay D. Lindquist, M. Joseph Sirgy, Shopper, buyer and Consumer Behavior, Biztantra, New Delhi, 2007.
2. Del I. Hawkins, Roger J. Best, Kenneth A. Coney, Amit Mookerjee, Consumer Behavior Building Marketing Strategy, 9/e, Tata McGraw-Hill, New Delhi, 2007.
3. Leon G.Schiffman, Kanuk Leslie Lazar, Consumer behavior, PHI Learning, New Delhi, 2008.
4. David L. Loudon, Albert J. Della Bitta, Tata McGraw-Hill, New Delhi, 2007.
5. Satish K Batra, S H H Kazmi, Consumer Behavior, Excel Books, New Delhi, 2008.
6. Michael R. Solomon, Consumer Behavior, PHI learning, New Delhi, 2009.
7. Wayne D.Hoyer, Deborah MacInnis, Dasgupta, Consumer behavior, biztantra, New Delhi, 2008.

ELECTIVE I & II

PAPER – 3

INDUSTRIAL AND LABOUR RELATIONS

UNIT-I

Industrial Relations Perspectives: Concept and Significance - IR Systems - Structure of IR dept. - Role of IR Officer - Industrial Relations and the Emerging Socio Economic Scenario

UNIT-II

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management - Code of Discipline and Code of Conduct - Grievance Management

UNIT-III

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing - Discipline - forms of indiscipline - Stages in disciplinary proceedings - punishment.

UNIT-IV

Collective Bargaining and Settlements including present status - Industrial Relations and Technological Change - ILO - Aims and Role in Promoting Industrial Peace

UNIT-V

Objective of workers Education - Recommendations of National Commission on Labour - Workmen Compensation Act, 1923 - Maternity Benefit Act - ESI Act - Legislation regarding gratuity - Provident Fund - Pension - Concept and Growth of Labour Welfare in India - Role, Responsibilities and Duties of Welfare officer.

Text Books

1. Dheodar, Punekar & Sankaran: Labour Welfare, Trade Unionism and Industrial Relation, Mumbai, Himalaya Publication, 1994
2. Mamoria C. B. & Mamoria S.; Dynamics of Industrial Relations in India; Mumbai, Himalaya Publication, 1994
3. P.R.N. Sinha, Indu Bala Sinha, Seema priyadarshini, Industrial Relations, Trade Unions and Labor Legislation, Pearson, New Delhi, 2010
4. Tripathi P.C.: Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi, 2001.
5. A.M. Sarma Aspects of Labor welfare and Social Security, Mumbai, Himalaya Publication, 2010.

Reference Books

1. Gopal R. C.: An Introduction to Industrial Employment, Discipline & Disputes, New Delhi, Sultan Chand & Sons, 2001.
2. Nilland J.R. etc.: The Future of Industrial Relations, Sage Publications, New Delhi, Sage Pub., 1994.
3. Saxena R.C.: Labour Problems & Social Welfare, Meerut, K. Nath & Co., 1994.

SEMESTER III

PAPER – 11

MANAGEMENT INFORMATION SYSTEM

Unit-I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit-II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage – Introduction to data Management system – components of DBMS – Types of models.

Unit-III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.

Unit-IV

Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit-V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Ethics for IS professional - Societal challenges of Information technology.

References and TextBooks

1. Steven Alter, Information Systlims - A Management Perspective Addison Wesley 1991.
2. James A O'Brein Management Information System Tata Mcgraw Hill New Delhi, 1991.
3. Kenneth C. Laudon and Jane Price Laudon Management Information system - Managing the digital firm, Pearson Education, Asia 2002 PHI.
4. Gordon B. Davis Management Information System Conceptual Foundations. Structure and Development, McGraw Hill 1974.
5. Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, John Wiley 1999.
6. Ralph M. Stair and George W. Reynolds, Principles of Information Systems - A Managerial Approach. Thomson Learning 2001.
7. Kendall & Kendall Systems Analysis and Design. Prentice Hall of India, New Delhi.
8. Panneerselvam, R , database management system Second Edition PHI Learning Pvt. Ltd., New Delhi, 2012.

PAPER – 12

OPERATION RESEARCH

UNIT-I:

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.

UNIT-II:

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III:

Shortest Path Problem, Floyd's Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.

UNIT-IV:

Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games.

UNIT-V

Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1):(GD/\alpha/\alpha)$, $(M/M/1):(GD/N/\alpha)$, $(M/M/C):(GD/\alpha/\alpha)$, $(M/M/C):(GD/N/\alpha)$, Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

TextBooks

1. Panneerselvam, R., operations research, PHI Learning Pvt. Ltd., New-Delhi, 2006.
2. Hillier and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2009 (8th Edition).

References

1. Hamdy A. Taha, operations research – an introduction, Prentice Hall of India, New Delhi, 2004.
2. Frank S. Budrick, Dennis McLeavy & Richard Mojena, principles of operations research for management; iI Ed., Richard D. Irwin Inc., 1988.
3. Hillier and Hillier, Introduction to Management Science, McGraw Hill International, New York, 2005. (2nd Edition)
4. Wagner, Harvey M. Principles of Operations Research, Prentice Hall of India, New Delhi, 2004. (2nd Edition)
5. Kanti Swarup, et al, Operations Research, Sultan Chand and Sons, New Delhi.
6. Rajagopalan SP & Sattanathan R. Business Statistics Vijay Nicole Imprints Private Limited, Chennai .

PAPER – 13

LEGAL SYSTEM IN BUSINESS

UNIT-I

Law of Contracts: Indian Contract Act, 1872 - Nature and Kinds of Contracts - Offer and Acceptance - Considerations - Capacity to Contract - Quasi Contracts - Discharge of Contracts - Breach of Contracts.

UNIT-II

Sale of Goods Act, 1930: Nature of Contract of Sale - Agreement to Sell - Goods - Price - Conditions and Warranties - Doctrine of Caveat Emptor - Transfer of Ownership - Rights of Un-paid Seller - Performance of Contract of Sale - Sale by Non-owners - Auction Sale.

UNIT-III

Negotiable Instrument Act, 1881: Nature and Requisites of Negotiable Instrument - Transfer of Negotiable Instruments - Holder and Holder-in-Due Course - Promissory Note - Bill of Exchange - Negotiation and Liability of Parties - Special Rules for Cheques and drafts - Discharge of Negotiable Instruments.

UNIT-IV

Company Law: Nature and Types of Companies - Formation of a Company - Memorandum and Articles of Association - Prospectus - Appointment, Power and Duties of Directors - Meetings and Resolutions - Winding up of a Company.

UNIT-V

Industrial Law: Factories Act, 1948 – Payment of Bonus Act, 1965 - Industrial Disputes Act, 1947.

References and Text Books

1. P. Saravanavel & S. Sumathi, Legal System In Business, Himalaya Publishing House, New Delhi.
2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
3. Sen & Mitra, Commercial and Industrial Law, The World Press Pvt., Ltd., Calcutta.
4. P.K.Ghosh & V.Balachandra, Company Law & Practice, Sultan Chand & Sons, New Delhi.
5. S.C.Srinivastava, Industrial Relations & Labour Laws, Vikas Publishing House Pvt., Ltd., New Delhi.
6. R.S.N.Pillai & Bagavathi, Business Law, S.Chand & Company Ltd., New Delhi.
7. Banking Law and Practice, Varshney.

PAPER – 14
PROJECT MANAGEMENT

UNIT-I:

Project – Meaning – classification – importance of project management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

UNIT-II:

Project feasibility studies: Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

UNIT-III:

Project Evaluation under certainty: Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback Period, ARR – Theoretical Framework for Project Evaluation under Risk and Uncertainty: Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis and Decision Tree Analysis — – Social Cost Benefit Analysis: Commercial or National Profitability, Social Desirability.

UNIT-IV:

Developing a project plan: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource leveling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process –Methodology for project evaluation - Project Control Process – control issues – project audits – the project audit process – project closure – team, team member and project manager evaluations.

UNIT-V:

Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

Text Books

1. Clifford F. Gray and Erik W. Larson, Project management – The Managerial Process (Tata McGraw Hill).
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management (Macmillan)

References:

1. Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation and Review (TMIH).
2. UNIDO SERIES on Project Management.
3. B.B. Goel, Project Management – Principles and Techniques (Deep and Deep)

ELECTIVES

(to choose any 2 out of the given 6)

PAPER – 3 & 4

SPECIALISATION: HUMAN RESOURCE

1. TRAINING AND DEVELOPMENT

Unit–I : Introduction

Concepts of training and development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Role, Responsibilities and Challenges to Training Managers.

Unit–II : Training Techniques

Techniques of on the job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off the job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

Unit–III : Career – Planning

Concept of Career – Career Stages - Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management

Unit–IV : MDP

Concept of management development programme – Components of MD programme. Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

Unit–V : Training Institutions

Need for Training in India – Government – policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.

Text Books

1. Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990.
2. Raymond Andrew Noe: Employee Training & Development, New Delhi, Tata McGraw Hill, International Ed., 1999.
3. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar, 2nd ed., 1990.

Reference Books

1. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House (P) Ltd., 1998
2. Reid, M.A.: Training Interventions: Managing Employee Development London, IPM, 3rd ed., 1992.
3. Aggarwala, D. V., Manpower Planning, Selection, Training and Development, New Delhi, Deep & Deep Publications (P) Ltd., 1999.

PAPER 3& 4

SPECIALISATION: HUMAN RESOURCE

2. PERFORMANCE MANAGEMENT

Unit – I

Introduction to Performance Management: Role of Performance in Organizations - Dimensions of Performance Management- Role of Appraisals in Performance Management,- Performance Management in today's scenario

Unit-II

Performance Management Process: Relevance of Objectives in organizations and Performance Management- Organizational and Individual Performance in Performance Management- Process of Performance Management- Performance Management and Human Resource Management

Unit-III

Performance Planning and Analysis: What is Performance Planning, Performance Planning and Performance Analysis- KPAs and Performance Plannin- Components of Performance Planning- Objectives of Performance Analysis- Performance Analysis Process.

Unit-IV

Performance Review and Discussion: Significance of Performance Review in Performance Management- Process of Performance Review- Performance Ratings: Factors affecting appraisals- Methods and Errors- Reducing Rater Biases- Performance Review Discussions: Objectives, Requisites, Process, Role of Mentoring and Coaching in Performance Review Discussions

Unit-V

Implementing Performance Management System: Operationalizing change through Performance Management Process- Factors affecting Implementation- Pitfalls of Implementation
Experiences in Performance Management: Traditional Practices in the Industry- Recent approaches in practice- Case studies of Performance Management Systems in select organizations

References and Text Books

1. Kohli A S and Deb T, “Performance Management”, Oxford University Press, 2008.
2. Herman Aguinis, “Performance Management”, Pearson Education, 2nd edition, 2009.
3. Rao, T.V., “Performance Management and Appraisal Systems – HR Tools for Global Competitiveness” Response Books, New Delhi, 2007
4. Chadha Prem, “Performance Management – It’s about Performing – Not just Appraising”, Macmillan India Limited, New Delhi, 2003.
5. Johnson, C. Merle, Redmon, K, William, Mawhinney, ed., “Handbook of Organizational Performance – Behaviour Analysis and Management”, Jaico Publishing House, New Delhi, 2002

PAPER 3 & 4

SPECIALISATION: MARKETING

1. ADVERTISING AND SALES PROMOTION

UNIT-I

Advertising - advertising objectives - task and process - market segmentation and target audience - message and copy development

UNIT-II

Mass Media - selection - planning and scheduling - web advertising - integrated programme and budget planning - programme implementation - coordination and control - advertising agencies - organisation and operation.

UNIT-III

Sales Promotion - sales promotion activities - consumer and sales channel oriented planning - budgeting - implementation and controlling sales promotion campaigns.

UNIT-IV

Sales promotion strategies - advertising strategies - strategies applicable to other sales promotion activities.

UNIT-V

Control - objectives - advertising budget - techniques used for measuring effectiveness of advertising - advertising ethics - social relevance

References

1. Batra, Myers and Aaker. Advertising Management, Prentice Hall of India, 2002
2. Chunawalla, S.A. fundamentals of Advertising, Himalaya Publishing House, Mumbai, 2004.
3. Agarwal, P.K. Advertising Management, Pragati Prakashan, Meerut, 2005.
4. George E. Belch and Michael A. Belch, Advertising & Promotion, Tata McGraw Hill, New Delhi, 2005.
5. Sangeetha Sharma, Raguvir Singh, Advertising Planning and Implementation, PHI Learning, New Delhi, 2008.
6. Debraj Datta, Mahua Datta, Advertising & Sales promotion, Vrinda Publication, New Delhi, 2009

PAPER - 3 & 4

SPECIALISATION: MARKETING

2. RETAIL MANAGEMENT

Unit-I

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

Unit-II

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

Unit-III

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

Unit-IV

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

Unit-V

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

Reference and Text Books

1. Berman and Evens, *Retail Management*, PHI.
2. David Gilbert, *Retail Management*, Financial Time/Prentice Hall.
3. Gibson Vedamani, *Retail Management*, Jaico Books.
4. Levy & Weitz, *Retail Management*, Tata McGraw Hill.

PAPER 3 & 4

SPECIALISATION: FINANCE

1. FINANCIAL SERVICES

Unit–I : Indian Financial System

Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services Sector.

Unit–II: Mutual Funds Concept and Regulations

Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI's New Regulations to Mutual Funds (1999).

Unit–III : Capital and Money Markets and Stock Exchanges

Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market. Money Market: Definition – Features - Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.

Unit–IV : Factoring Services and Consumer Finance

Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constrains of Factoring Services in India – Forfeiting. Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of consumer Financing – Sources – Modes.

Unit–V : Venture Capital and Credit Rating

Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions. Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.

Text Books:

1. Bhatia, B.S. and G.S. Batra, Management of Financial Service, Deep & Deep Publications, New Delhi, 1996.
2. Cornett, Saunders, Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi, 2007.
3. Sasidharan, Mathews, Financial Services and System, 1st Edition, Tata McGraw Hill, New Delhi, 2008.

Reference Books:

1. Bhalla, V.K : Management of Financial Services, Anmol, New Delhi 2001.
2. Gordan, E and K Natrajan : Emerging Scenario of Financial Services, Himalaya Publishing House, 1997.
3. Saha, T R and Mondal A : Indian Financial System & Financial Market Operation, New Central Book Agency (P) Ltd., 2004.
4. Avadhani V.A, Marketing of Financial Services of Markets, 3rd Edition, Himalaya Publishing House, Mumbai, 2007.
5. M. Y. Khan – Financial Services, 4nd edition, Tata McGraw Hill, New Delhi, 2007.

PAPER 3 & 4

SPECIALISATION: FINANCE

2. DERIVATIVES MANAGEMENT

Unit-I: Introduction

Derivatives- Types –Functions of Derivative markets-Risks associated with Derivatives – -Utility of Derivatives – Myths of Derivatives

Unit-II: Forward

Forward contract - Concept- Classification of Forward contracts- Forward Trading mechanism – Assumptions – Determination of Price/ Value of Forward contracts-Pay off Forward contract – -Getting out of Forward position -Problems

Unit-III: Futures

Futures contract- Forward Vs Futures – Advantages – Players in the futures market – Types of Margin –Trading mechanism of Futures contract- Role of clearing house – Settlement procedures –Stock Index futures –currency futures: Interest rate parity theory-Arbitrage - Pricing of futures contract – Cash and carry approach

Unit-IV: Options

Options- Types- Pay off Long call & Put- Short Call & Put – Option Moneyness :In the money –At the money – out of the money –Option valuation :Time value – Intrinsic value –Volatility- Types - - Black &Schole’s model-Option Greeks- Option Calculator –Option trading strategies –Excel worksheet calculations -Exercises

Unit-V: Swap

Types- : Interest rate swap- Currency swap - Advanced Financial Derivatives: Swap options –Interest rate collars-Non standard American options

Text Books:

1. Sundaram Janakiramanan ,” Derivatives and Risk Management”,1st Edition, Pearson Publication (Always Learning) 2011
2. Rajiv Srivastava,”Derivatives and Risk Management “,1st Edition, Oxford Higher Education, Oxford University Press, New Delhi, 2010

References

1. Don M Chance , “ An Introduction to Derivatives & Risk Management” ,Thompson South western Publication, 2004
2. N.R.Parasuraman,” Fundamentals of Financial Derivatives,” Wiely Precise Text Book ,1st Edition , New Delhi 2008
3. John C Hull , “Options, Futures and other derivatives “, Prentice Hall International Editions , Sixth Edition, 2006

SEMESTER IV

PAPER - 15

Entrepreneurial Development

Unit-I

Definition - Concept - Classification and types of entrepreneurs - Entrepreneurial Traits – Entrepreneurial scene in India - Role and Responsibility of Entrepreneurs in Indian business context –Factors influencing Entrepreneurship – Achievement Motivation – Entrepreneurial Development Programme: Role and objectives of the EDP programme.

Unit-II

Women Entrepreneurship –Concept, Functions, Growth and problems of Women Entrepreneurship – Strategies for the development of women entrepreneurs - Rural Entrepreneurship –Meaning, Need and Problems of Rural Entrepreneurship.

Unit-III

Project Identification and Selection - Project Formulation – Project Appraisal – Financing of Enterprise.

Unit-IV

Institutional Finance to Entrepreneurs – Commercial Banks and Other Financial Institutions – IDBI – IFCI – ICICI – LIC – UTI – SFC – Institutional Support to Entrepreneurs – SIDO – DICs – SISI - TCOs.

Unit-V

Growth Strategies in Small Business – Sickness in Small Business – Export Documents and procedure for small business – E-Commerce and Small Enterprises .

Text Books:

1. Clifford F. Gray, Erik W. Larson, Project Management, Tata McGraw Hill, New Delhi, 2007.
2. Prasanna Chandra, Projects, Tata McGraw Hill, New Delhi, 2007.
3. Nagarajan. K. Project Management, New Age International Publishers, New Delhi, 2007.

4. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House, 2007.
5. Gobalakrishnan. P., & V E Ramamoorthy, Project Management, Macmillan India Ltd, New Delhi, 2006.
6. Poornima M charantimath, Entrepreneurship development and small business enterprises, Pearson Education, New Delhi, 2007.
7. Khanka. S.S. Entrepreneurial Development, S Chand & Company, New Delhi, 2008.
8. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayas Publishing House, New Delhi, 2008.
9. Robert D. Hisrich Michael P. Peters, Dean A Shepherd, Entrepreneurships, Tata McGraw Hill, New Delhi, 2007.

Reference Books:

1. Sahay. A. & A. Nirhar, Entrepreneurship, Excel Books, New Delhi, 2007.
2. Joy. P.K., Total Project Management – The Indian Context, Macmillan India Ltd, New Delhi, 2006.
3. Sonatakki. V.C., Project Management, Himalayas Publishing House, New Delhi, 2008.

PAPER - 16

STRATEGIC MANAGEMENT

Unit-I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Unit-II

Environment Analysis & Internal Analysis of Firm: General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

Unit-III: Strategy Formulation:

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, non-profit organisations and large multi product and multiple market organisations.

Unit-IV: Tools of Strategy: Planning and evaluation :

Competitive cost dynamics - experience curve - BCG approach - cash flow implication - IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit-V: Strategy implication & Control:

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

References and Text Books

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, “Strategic Management: Formulation, Implementation and Control”, 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

PAPER – 17
MANAGEMENT CONTROL SYSTEMS

UNIT-I: The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT-II: The traditional instruments of control in organizations

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT-III: Accountability in organizations

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT-IV: The new dimensions of control with strategies

Behavioural aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT-V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

Text Books

1. Sekhar.R.C., Management Control Systems., Tata McGraw Hill Publishing Company Ltd.New Delhi
2. Shanmugavel., Management Control Systems., Margham Publications Chennai
3. Robert N. Anthony & Vijay Govindarajan, Management Control Systems. Tata McGraw Hill Publishing Company Ltd. New Delhi.

References:

1. Antony R. N. and Govindarajan V “Management Control Systems”
2. Saxena V.K and Vashist C.D., Management Accounting Decision Making., Sultan Chand & Sons
3. Gosh P.K. and Gupta “Cost Analysis and Control”, Sultan Chand and Sons, New Delhi
4. Emmanuel “Accounting for Management Control”
5. Joseph A.Maciariello and Calvin J.Kirby., Management Control Systems-using adaptive systems to attain control., Prentice-Hall of India Private Limited, New Delhi-2000

PAPER - 18

QUALITY MANAGEMENT

UNIT-I

Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, Need for quality approach to strategy, Quality and its types, Supporting policies

UNIT II

Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus

UNIT III

_ Process and Statistical Quality Control- quality system, control chart for variables (X and \bar{R}) and (X and S charts), control charts for attributes (p, c and u charts), Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card.

UNIT IV

Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM , reliability, Failure modes and effects analysis (FMEA), - design of orthogonal arrays, ISO 9000 series and ISO 9000:2000.

UNIT V

Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools

Text Books:

1. Panneerselvam, R. and Sivasankaran, P., Quality Management, PHI Learning, New Delhi, 2014.
2. Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary Besterfiled-Sacre, Total Quality Management, Pearson Education, Inc., USA, 2003.

References

3. Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.
4. Phillip J. Ross, Taguchi Techniques for Quality Engineering, Tata McGraw-Hill (Second Edition), New Delhi, 2005.
5. Saaty, T.L., Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process, Vol.6, RWS Publications, Pittsburg, PA., 2000.
6. Summers, C.S., Quality Management: creating and Sustaining Organizational Effectiveness, Prentice-Hall of India, New Delhi, 2005.

ELECTIVES 5 & 6

SPECIALISATION: HUMAN RESOURCE

1. ORGANISATIONAL DEVELOPMENT

UNIT-I

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

UNIT-II

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

UNIT-III

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT-IV

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

UNIT-V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

References :

1. Wendell L.French & Cecil H. Bell,Jr.Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter: The change Masters, Simson & Schaster.

ELECTIVES 5 & 6

SPECIALISATION: HUMAN RESOURCE

2. STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT-I

An Investment Perspective of Human Resources: Human Resource Investment Considerations – Training and Development – Improved Retention – Job-secure Workforces – Employment Practices

The Human Resource Environment : Technology and Organizational Structure – Management Trends – International Developments - Legal Environment: Equal Opportunity – Sexual Harassment - Issues in handling Surplus Labour – Outsourcing – SEZ and Labour Legislations.

UNIT-II

Strategy Formulation : Theoretical Foundations – International Strategy – Human Resource Contributions to Strategy

Human Resource Planning : Overview of Human Resource Planning – Managerial Issues in Planning – Selecting Forecasting Techniques – Forecasting the Supply of Human Resources – Forecasting the Demand for Human Resources

UNIT-III

Strategy Implementation: Workforce Utilization and Employment Practices – Efficient Utilization of Human Resources – Dealing with employee Shortages – Selection of Employees – Dealing with Employee Surpluses – Special Implementation Challenges

Strategy Implementation : Reward and Development Systems – Strategically Oriented Performance Measurement Systems – Employee Development

UNIT-IV

The Performance Impact of Human Resource Practices – Individual High-performance Practices – Limitations of Individual Practices – Evolution of Practices – Systems of High-performance Human Resource Practices – Individual Best Practices vs. Systems of Practices

UNIT-V

Human Resource Evaluation: Overview of Evaluation – Approaches to Evaluation – Prevalence of Evaluation – Evaluating Strategic Contributions of Traditional Areas

References and Text Books

1. Greer, R, Charles, “Strategic Human Resource Management – A General Managerial Approach”, Pearson Education, New Delhi, 2nd Edition, 2006.
2. Mello, A, Jeffery, “Strategic Human Resource Management”, South Western, New Delhi, 2007.
3. Schuler R S and Jackson S E, “Strategic Human Resource Management”, Blackwell Publishers, New Delhi, 2nd edition, 2008.
4. Venkata Ratnam, C.S. “ Industrial Relations”, Oxford Press, New Delhi, 2006.
5. Chanda, Ashok and Kabra, Shilpa, “Human Resource Strategy – Architecture for Change”, Response Books, New Delhi, 2002.
6. “Strategic Human Resource Management – for change Development and Performance”, Beacon Books, 1998.

ELECTIVES 5 & 6
SPECIALISATION: MARKETING

1. SALES AND DISTRIBUTION MANAGEMENT

UNIT-I

Sales Management - organisation framework of the field sales force - types and methods - field sales manager - tasks and responsibilities - relation with salesman and relationship with top management - coordinating and controlling the marketing mix.

UNIT-II

Sales forecasting - methods and procedural steps in forecasting - sales budgeting - allocation of field sales resources - design sales territories - sales quota - planning manpower requirements - recruitment and selection.

UNIT-III

Operational management - staffing - methods of selection - compensation for sales force - financial incentives - sales force performance evaluation and control - sales audit and analysis.

UNIT-IV

Distribution Management - role of distribution in marketing mix - functions of distribution management - dealer network - middlemen - functions of middlemen - location, selection, appointment and termination of dealers - morale and motivation.

UNIT-V

Transport and handling - economic of transportation - modes of transport - organising transport facilities - transport procedure and documentation.

References and Text Books

1. Krishna K Havaladar Vasant M Cavale, Sales & distribution Management, TATA McGraw-Hill, New Delhi, 2007
2. Mark W. Johnston Greg W. Marshall, Sales Force Management TATA McGraw-Hill, New Delhi, 2003.
3. PK Sahu KC Raul, Salesmanship and Sales management, vikas Publishing House, New Delhi, 2005
4. Anderson R, Professional Sales Management, Prentice Hall of India (P) Ltd, 1992
5. Spiro, Stanton, Rich, Management of a Sales Force, TATA McGraw-Hill, New Delhi, 2003.

ELECTIVES 5 & 6

SPECIALISATION: MARKETING

2. BRAND MANAGEMENT

UNIT – I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT – II

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

UNIT – III

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

UNIT – IV

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

UNIT – V

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

Reference:

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, Vikas.
7. Chandrasekar, Product Management, Himalaya.

ELECTIVES 5 & 6
SPECILISATION: FINANCE
BANKING AND INDIAN FINANCIAL SYSTEMS

UNIT 1: BANKING SYSTEMS: Definitions- Functions- Types- Central Banking- Structure of Banking System- Rural Financing- Banker and Customer Relationship- Deposit Mobilization- Loans and Advances- Assets and Liabilities Management- Secured Advances- Endorsement and Crossing of Cheques- Payment of Cheques- Collection of Cheques.

UNIT 2: CENTRAL BANKING SYSTEM: Nature- Organization and Management- Functions- Methods of Credit Controls- Objects of Monetary Policy- Autonomy of Central Bank Systems- Indian Money Market- Indian Capital Market- New Issue Market- Banking Legislations in India.

UNIT 3: INDUSTRIAL AND AGRICULTURAL BANKING SYSTEMS: All Indian Development Banks- Investment Institutions- State Level Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA- NABARD- NHB- Micro Financing Institutions.

UNIT 4: FINANCIAL SYSTEMS: Introduction- Overview of Indian Financial System- savings and Financial Intermediation- financial Markets- Listing Regulations- Primary Markets- Secondary Markets- Mutual Funds- Indian Fiscal Systems.

UNIT 5: FOREIGN INVESTMENTS: Foreign Capital- Foreign Collaboration- Foreign Direct Investment- foreign Institutional Investors- Offshore Country Funds- Overseas Venture Capital Investments- International Capital Market

Text books:

1. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill
2. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons

References:

1. H.R. Machiraju, Indian Financial System, Vikas Publishing House
2. Varshney, Banking and Financial Systems, S Chand
3. SriVastava, Management of Financial Institutions, Himalaya Publications.

ELECTIVES 5 & 6

SPECIALISATION: FINANCE

2. WORKING CAPITAL MANAGEMENT

UNIT-I

Management of working capital: Meaning of working of capital - Need for working capital - Types of working capital - Determinants of working capital - Permanent and Variable working capital assets - Trade off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach

UNIT-II

Accounts receivables management: objective - Formulation of credit and collection policies - Designing of credit terms - Discount, the discount period and the credit period - collection policies and procedures - Cost benefits analysis - Trade off - Evaluation of existing and proposed policies.

UNIT-III

Inventory management: Objective of Inventory - Need for Inventories and the importance of its Management - Determination of optimum level of inventory - Types of Inventory - Inventory Models - Order Quantity - E.O.Q. Model - Order point - Safety Stock - Analysis of investment in inventory - ABC Analysis.

UNIT-IV

Management of Cash Marketable Securities: Meaning of cash - Motives for holding cash - Need for holding cash - Operating cycle - Objective of Cash management - Marketable securities - Cash cycle - Cash turnover - Minimum Operating cash - Cash release by operations in Inventory turnover - Accounts receivable and Accounts payables - Assumptions - Benefits Cash management Strategies and Techniques - Concentration banking and Lock Box System - Advantages.

UNIT-V

Integrating Working Capital and Capital investment processes: Monetary system; Money market in India; Banking system in India - Review of the system of cash credit - Establishment of Discount & Finance House of India. Working Capital Management and Bank financing - Forms of bank finance - Working capital control and banking policy - Dehejia study group - Chore committee - Tandon committee - Findings and Recommendations - Regulation of the bank credit.

Text Books

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.
3. Scherr F.C: Modern Working Capital Management, New Delhi, Prentice Hall of India, 1995.

Reference Books

1. Hampton J.J & C.L. Wagner: Working Capital Management, New Delhi, John Willey & Sons, 1996.
2. Rao P.M.: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publications (P) Ltd., 2003.
3. Subhash Sharmam, M. Panduranga vithal: Financial Accounting for Management; Text and Cases; New Delhi, Macmillan India Ltd., 2001.
