

**301 STRATEGIC ANALYSIS**

**OBJECTIVE OF THE COURSE**

This course is designed to provide an insight into the modern analytical and descriptive tools and techniques to analyze the environmental situation from the business to design effective strategies.

- UNIT -I                    STRATEGY FRAMEWORK:**  
Introduction to strategy, Strategic Planning Process, Strategic decision making, Business definition, Goal setting, Policy formulation, Mission and Objectives.
- UNIT - II                ANALYSING                RESOURCES,                CAPABILITES                AND  
COMPETENCIES:**  
Strategy and Structure, Value chain analysis, Benchmarking, Balanced Score Card, Competitive Advantage and Core Competence.
- UNIT -III                EXTERNAL ANALYSIS:**  
Environmental Analysis, Environmental Forecasting, Industry and Competitor Analysis.
- UNIT -IV                STRATEGIC ALTERNATIVE:**  
Grand Strategies, Diversification and Integration, Merger, Turnaround, Divestment, Liquidation and Combination Strategies.
- UNIT -V                STRATEGIC CHOICE:**  
Process, Corporate Portfolio Analysis, Product Market Matrix, Competitive Strategies, SWOT Analysis, TOWS Matrix.

**Recommended Books: -**

1. Hamel E. Prahalad C.K. , Competing for the future, Harward Business Schol Press: Boston, MA.
2. H. Igor Ansoff , Corporate Strategy, Tata McGraw Hill,
3. Simul C. Carto & J. Paul Peter , Strategic Management- A Focus on Process, McGraw Hill International Edition.
4. C. Appa Rao, B. Parvathiswara Rao and K. Srivaramakrishna, Strategic Management and Business Policy, Excel Books, Delhi.
5. George Luffman, Edward Lea, Staurt Sanderson ad Brian Kenny , Strategic Management, Black Well, USA.
6. Thomas L. Wheetan, J. David Hunger and Krish Rangarajan, Strategic Management & Business Policy, Pearson Education, Delhi.
7. Ahzar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
8. Lawrence R. Jauch, Gupta Rajeev, William F.Glueck, Business Policy & Strategic Management, Frank Bros. & Co., Delhi.

**302 MANAGEMENT INFORMATION SYSTEM**

**Objective:** - This course is aimed at to acquaint the students with applications of Information Systems in business world, development life cycle of MIS, its development tools and decision-making.

**UNIT – I**

**Introduction to MIS:** Emergence of MIS; What is MIS, MIS Sub-Systems; Role of Computers in MIS; Computer and Management Functions; Computer-based system (e.g. Financial Accounting, Inventory Control Personnel and marketing).

**UNIT – II**

**Decision Making & MIS:** Decision making; Types of Decisions; Decision-Making Process; Decision Support System(DSS); Components & Functions of DSS; Types of DSS; Group Decision Support Systems(GDSS), Management opportunities, challenges and solutions.

**E Commerce:** Definition, History of E-commerce, Types of E-commerce, Advantages & Disadvantages.

**UNIT – III**

**Development of MIS system:** System Definition, Characteristics and elements of system, Role of system analyst, Need for MIS Planning: objectives, process and techniques of MIS Planning.

**Approaches of System development:** Top down, bottom up approach, System Development Life Cycle (SDLC), Prototyping, Rapid Application Development, End User Development; Implementation and post Implementation issues for MIS.

**UNIT – IV**

**Enterprise Systems:** Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation. **Enterprise application and business process integration:** Enterprise systems, Supply chain Management systems, customer relationship management system, enterprise integration trends. **Databases and Data Warehouses:** Traditional vs. Database approach; Database Management System, Types of DBMS, Advantages and disadvantages of DBMS, Overview of Data Warehousing.

**UNIT – V**

**Cloud Computing:** Introduction and its use. **Socio-legal aspects of computerization:** Social dimension of Computerization; Computer Viruses; Computer Crimes; Legal Dimensions of Computerization, Ethical responsibilities of Business Professionals.

**Recommended Books: -**

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Alexis, Leon (2nd Edition, 2011). Enterprise Resource Planning, Tata McGraw Hill.
7. LuvaiMotiwalla (2009). Enterprise Systems for Management, First edition, Pearson Education.

**FM-01 INDIAN FINANCIAL SYSTEM**

**Objective:** The objective of this course is to provide in indepth insight to the students to the Structure. Organizations and working of the financial system in India.

**UNIT – I**

Structure of Financial system in India. Role of Financial System in Capital formulation and Economic Growth.

**UNIT – II**

**Regulatory bodies in the Financial System.**

**Reserve Bank of India:** - Organizations, Management and objectives of RBI, General Functions, Credit creation and Credit Control Functions. Monetary and Fiscal Policy. **Securities and Exchange Board of India:** - Management of SEBI, Powers and Functions of SEBI. Regulation, Guidelines and Schemes issued by SEBI. Regulation of Security market. **Insurance Regulatory and Development Authority:** - Mission statement of IRDA. Duties, Powers and Functions of IRDA. Operations of IRDA.

**UNIT – III**

**Financial Markets.**

**Money Market:** - Structure of Indian Money market, Functions of Money Market, Instruments of Money Market. **Capital Market:** - Structure of Indian Capital market, Functions of Capital market, Types of Capital market, Reforms in Capital market. **Foreign Exchange Market:** - Introduction, Evolution of Foreign Exchange Market in India. Structure of Foreign Exchange Market, Exchange Rate Management, Foreign Exchange Management Act. 1999.

**UNIT – IV**

**Financial Services:** - Concept, natures and scope of Financial Services. **Stock Exchange Operations:** - Players in the Stock market, Trading in Stock Exchanges, Regulation on Trading, E-Trading and DEMAT Services, Benefits of Scripless Trading and Statement. **Mutual Funds:-** Introduction, Evaluation of Mutual Funds, Types of Mutual Funds, Advantages of Investing in Mutual Funds, Regulation and Supervision of Mutual Funds. Debt Securitization, Venture Capital and Credit Rating.

**UNIT – V**

**Financial Institutions**

**Commercial Banks:** - Meaning, Functions Management and Investment Policies of Commercial Banks, Recent trends in the Activities of Commercial Banks, Reforms in Banking Sector.

**Development Banks:** - Meaning, Concept and Role of Development banking in Industrial Financing in India. **Insurance Organizations:** - Objectives and Role of Insurance Organizations, Investment Practices of Insurance Organizations, Reforms in Insurance Sector.

**Recommended Books: -**

1. Khan M Y, "Indian Financial System," Vikas.
2. Bhole M K , "Financial Markets and Institutions," Tata McGraw Hill .
3. Srivastava R, M, "Management of Indian Financial Institutions".
4. Reserve Bank of India various Bulletins.

**FM-07 ADVANCED FINANCIAL MANAGEMENT**

**Objective:** The objective of this course is to study the major decision-making areas of finance such as capital budgeting techniques under uncertainty, working capital management, cash management and receivables management. The fundamental aim of this course is to learn financial management skills which are applied in progressively more complex and realistic situations.

**UNIT I**

**Capital Budgeting** - Capital budgeting under risk and uncertainty, Measures of Risk, Sensitivity Analysis, Scenario Analysis, Standard Deviation and Co-efficient of Variation, Financial Break Even Analysis, Decision Tree.

**UNIT II**

**Working Capital Management - Needs** of Working Capital, Determinants of Working Capital, Approaches to Working Capital Management, Financing of Working Capital. Computation of Working Capital requirements.

**Cash Management** - Cash Management and its Models.

**UNIT III**

**Inventory Management** - Objectives of Inventory Management, Inventory Management Techniques, Fixation of Inventory level.

**Credit Management** - Terms of Payment, Credit Policy Variables, Credit Evaluation, Credit Granting Decisions, Control of Accounts Receivables, Credit Management in India.

**UNIT IV**

**Merger/ Amalgamation-** Acquisitions and Takeovers, Takeover Code, Legal and Procedure able aspects of Merger Decisions.

**UNIT V**

**Corporate Financial Models-** Introduction, Corporate Valuation, and Adjusted Book value Approach, Stocks and Debt Approach, Direct Comparison Approach and Discounted Cash Flow Approach.

**Recommended Books**

1. Prasanna Chandra "Financial Management Theories and Practice," Tata McGraw-Hill, New Delhi
2. I M Pandey "Financial Management," Vikas Publication, New Delhi.
3. James C. Van Home "Financial Management and Policy".
4. Ezra Solomon and Pringle, "Introduction to Financial Management".
5. John J. Hampton, "Financial Decision Making".
6. Sheeba Kapil, "Financial Management", Pearson.
7. M Y Khan, " Financial Management: Text and Problems," Tata McGraw-Hill, New Delhi.
8. Ravi M. Kishore, "Financial Management," Taxmann's Publication Pvt. Ltd.
9. V. K. Bhalla, "Financial Management and Policy", Anmol Publications Pvt. Ltd.

**MM-01: MARKETING RESEARCH**

**OBJECTIVE:-**

The course is intended to help students planning to become marketing executives to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures, and to develop their ability to conduct, evaluate, use and present research findings.

**COURSE CONTENTS**

**UNIT-I**

Marketing Research –Meaning and Importance Stages in the Marketing Research Process. Scope of Marketing Research Function. Problem Formulation. Choice – Criterion Models.

**UNIT-II**

Research Design – Meaning and Importance. Causality: The Basis of Classification of various Types of Research Designs. Exploratory, Descriptive. Quasi – Experimental and Experimental Research Designs.

**UNIT-III**

Data Collection. Types and Sources of Secondary Data. Basic Methods of Collecting Data. Different Methods of Communication. Tabulation. Analysis and Interpretation of Data. Questionnaire Planning and Execution

**UNIT-IV**

Sampling and Sampling Designs: Basic Concepts. Steps in the Sampling Process. Probability Sampling Methods, Non-Probability Sampling Methods.

**UNIT-V**

Application of marketing Research. Market Segmentation. Product Research. Price Research. Distribution Research, Advertising Research, Sales Promotion Research. The Marketing Research Report.

**Recommended Books: -**

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|-------------------------------|-----------------------------------|
| 1. Boyd, Westfall and Stasch: | Marketing Research                |
| 2. Green. Tull and Albaum     | Research for Marketing Decisions. |
| 3. Duck and Rubin             | Marketing Research.               |

**MM-03: STRATEGIC MARKETING**

**OBJECTIVE:-**

The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive strategies for higher market share.

**UNIT-I**

Market Situation Analysis: Analysis of Competitors and Estimating their Reaction Pattern and Competitive Position.

**UNIT-II**

Market Leader Strategies – Expanding the Total Market, Protecting Market Share, Expanding Market Share: Market Challenger Strategies – Choosing and Attack Strategy.

**UNIT-III**

Market Follower Strategies; Market Nicher Strategies, Designing and Managing Services.

**UNIT-IV**

Competitive Market Strategy for Emerging Industries, Declining Industries and fragmented Industries. Balancing Customer and Competitor Orientations.

**UNIT-V**

Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

**Recommended Books:-**

1. Cravens, D.W. Strategic Marketing Homewood Illinois, Richard D./Irwin.
2. Kayank E. and Savitt R. Comparative Marketing Systems, New York, Praegar.
3. Kolter, Phillip. Marketing Management: Analysis, Planning, Implementation.
4. Porter, M. E. Competitive Advantage: Creating Sustaining Superior Performance New York, Free Press.
5. Porter, M. E. Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, Free Press.
6. Lovelock ,Chrostopher;Wirtz Jochen; Chatterjee, Jayanta: Services Marketing,New Delhi, Prentice Hall of India.

**HRM-01 INDUSTRIAL RELATIONS**

**OBJECTIVE OF THE COURSE**

The objective of the course is to familiarize the students to understand the concept of Industrial relations. It also intend to expose students to Trade Unionism, Participative Management and emerging issues concerned with Industrial Relations.

**Unit – I INDUSTRIAL RELATIONS**

Concepts and aspects of Industrial Relations, Functions of Industrial Relations, Objectives of Industrial Relations, Significance of Industrial Relations, Evolutionary shift in Industrial Relations, Approaches to Industrial Relations.

**Unit – II TRADE UNIONISM**

Concept of Trade Union, Objectives and Functions of Trade Unions, Types of Trade Union, Significance for Trade Unions, Labour Movement and Trade Unions, Rise and Growth of Trade Unionism. Government policies regarding Trade Unionism.

**Unit – III INDUSTRIAL DISPUTES, PREVENTION AND SETTLEMENT**

Concept of Industrial Disputes, forms and types of Industrial Disputes, Causes of Industrial Disputes, Impact of Industrial Disputes, Statutory and non statutory measures to deal with industrial disputes. Prevention and settlement of Industrial disputes.

**Unit – IV COLLECTIVE BARGAINING**

Concept of Collective Bargaining, functions, objectives and significance of Collective bargaining, Process of Collective Bargaining, Approaches to collective bargaining, Extent and scope of Collective bargaining in India, Collective bargaining agreement and its application.

**Unit – V WORKER PARTICIPATION IN MANAGEMENT IN INDIA**

Meaning, Objectives of Workers participation, Essentials of workers participation in management, Forms and Methods of workers participation in Management, Concept of Labour Welfare, Labour Welfare in India, I.L.O. and its role in Industrial Relations.

**Recommended Books:**

1. Sinha,P.R.N., Indu Bala & Shekhar, S.P, " Industrial Relations, Trade Unions and Labour Legislations" Pearson Education.
2. Monappa, A "Industrial Relations", TataMcGraw Hill Publishing Company Limited
3. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publications.
4. Salamon, M., "Industrail Relations: Theory and Practice" Pearson Education,Financial times Prentice Hall.

## Master of Business Administration 3<sup>rd</sup> Semester

### **HRM-06: LABOUR LEGISLATION: AN OVER VIEW**

#### **OBJECTIVE OF THE COURSE:**

The objective of this course is to make the students familiar with main provisions of Labour Laws so that the students can understand the pattern of industrial relations and the practice of these Labour Legislations in ensuring the industrial peace.

**Unit-I** The Factories Act, 1948, The Employees Provident Funds and Misc. Provisions Act, 1952.

**Unit-II** The Workmen Compensation Act, 1923, The Payment of Wages Act, 1936. The Minimum Wages Act, 1948.

**Unit-III** The Industrial Disputes Act, 1947, Misconduct/Dismissal/discharge and Domestic Enquiry.

**Unit-IV** The Equal Remuneration Act, 1976, The Maternity Benefit Act, 1961.

**Unit-V** The Employees State Insurance Act, 1948, The Trade Union Act, 1926, The Payment of Gratuity Act, 1972.

#### **Recommended Books: -**

1. Mishra S.N. - Labour and Industrial Laws, Central Law Publications.
2. Kapoor N.D.- Elements of Industrial Law, Sultan Chand & Sons.
3. Avtar Singh and Harpreet Singh – Labour and Industrial Law, LexisNexis.