

**Department of Commerce and Business Administration  
University of Allahabad**

**SYLLABUS**



**MBA**

**Full Time Four Semesters**

**(CHOICE BASED CREDIT SYSTEM)**

**W.E.F. JULY, 2018**

## **MBA Course Structure and Syllabus**

### **The Programme**

The MBA Programme is a regular full time four semesters Post Graduate Programme redesigned and updated under the Regulations on Choice Based Credit System. The programme requirements include 84 credits (64 credits from core courses, 16 credits from elective courses, 2 credits for Project Report and 2 credits from viva-voce exam). The Programme has the following salient features:

- i. Five Core Courses in the First Semester with **20 Credits** in total;
- ii. Five Core Courses in the Second Semester with **20 Credits** in total;
- iii. Summer Internship of 6 to 8 weeks duration in an industrial establishment after the Second Semester examination. Under special circumstances students may be allowed by the HOD to prepare a Project Report based on secondary data in lieu of Summer Training Project Report;
- iv. Three Core Courses, Project Report and two Elective Courses from any one of the four elective groups with **22 Credits** in total;
- v. Three Core Courses, two Elective Courses from any one of the four elective groups and Viva-Voce Examination in the Fourth Semester with **22 Credits** in total.

### **The details of the Course Structure are as follows:**

#### **MBA 1<sup>st</sup> Semester shall comprise the following Five Core Courses**

MAN – 501	Management Concepts and Processes	4 Credits
MAN – 502	Managerial Economics	4 Credits
MAN – 503	Accounting for Managers	4 Credits
MAN – 504	Business Communication	4 Credits
MAN – 505	Quantitative Techniques	4 Credits

#### **MBA 2<sup>nd</sup> Semester shall comprise the following Five Core Courses**

MAN – 506	Marketing Management	4 Credits
MAN – 507	Human Resource Management	4 Credits
MAN – 508	Operations Management	4 Credits
MAN – 509	Financial Management	4 Credits
MAN – 510	Operations Research	4 Credits

#### **MBA 3<sup>rd</sup> Semester shall comprise the following Six Courses**

##### **Core Courses:**

MAN – 601	Organisational Behaviour	4 Credits
MAN – 602	Business Environment	4 Credits
MAN – 603	e-Business	4 Credits
MAN – 604	Project Report	2 Credits

**Elective Courses (All courses from any one Group)**

**Marketing (M) Group Courses:**

MAN – 651	Marketing Research	4 Credits
MAN – 652	Consumer Behaviour	4 Credits

**Human Resource Management (H) Group Courses:**

MAN – 653	Human Resource Development	4 Credits
MAN – 654	International Human Resource Management	4 Credits

**Finance (F) Group Courses:**

MAN – 655	Security Analysis and Portfolio Management	4 Credits
MAN – 656	Tax Planning and Management	4 Credits

**Information Technology (I) Group Courses:**

MAN – 657	Decision Support and Business Intelligent Systems	4 Credits
MAN – 658	Big Data Analytics	4 Credits

**MBA 4<sup>th</sup> Semester shall comprise the following six Courses**

**Core Courses:**

MAN – 605	Strategic Management	4 Credits
MAN – 606	Entrepreneurship	4 Credits
MAN – 607	Management of Services	4 Credits
MAN – 608	Viva – Voce	2 Credits

**Elective Courses (Same Group to be opted as opted in the 3<sup>rd</sup> Semester)**

**Marketing (M) Group Courses:**

MAN – 659	Rural Marketing	4 Credits
MAN – 660	Branding, Advertising and Media Planning	4 Credits

**Human Resource Management (H) Group Courses:**

MAN – 661	Industrial Relations and Labour Laws	4 Credits
MAN – 662	Organisation Development and Change	4 Credits

**Finance (F) Group Courses:**

MAN – 663	Financial Derivatives	4 Credits
MAN – 664	International Financial Management	4 Credits

**Information Technology (I) Group Courses:**

MAN – 665	Systems Analysis and Design	4 Credits
MAN – 666	Knowledge Management	4 Credits

## **Student Evaluation and Examination**

### **(Abridged adaptation from the Regulations on CBCS framed under Clauses 1(a) (i) and 3(a) (x) of Ordinance LX: The Organisation and Conduct of Examinations)**

**Note:** These are meant for the general guidance of students. The students are advised to read the aforementioned Regulations duly approved by the Hon'ble Vice-Chancellor on 22<sup>nd</sup> August, 2016 and notified by the Controller of Examination vide his notification No. COE/456/2016 dated 23<sup>rd</sup> August, 2016. All decisions in the matter shall be governed by these Regulations.

#### **A. Scheme of Examination**

The scheme of Examination shall be divided into two parts: Internal assessment and Semester end examination. Internal Assessment includes Assignments, Seminars, Case Studies, Quiz, Unit Tests etc. The Internal Assessment will contribute 40% and the semester end examination will contribute 60% to the total marks.

#### **B. Continuous Assessment**

- i. Evaluation AND continuous assessment for each course shall be made on the basis of the student's performance in the best of the two tests/ assignments/ presentations/ group discussion / quiz (carrying 20% marks of the course) organized by the course Instructor and one Mid Semester Examination (carrying 20% marks of the course).
- ii. The schedule for the continuous assessment and the grading system shall be made known to the students at the beginning of the semester. The tests/ assignments/ quiz / group discussions / presentations shall be evenly spaced out throughout the semester.
- iii. The marks awarded for continuous assessment shall be made known to the students ordinarily within ten days of the conduct of the test etc. Students may seek clarifications, if any, about their performance from the teacher concerned within a week of the declaration of marks/grades. If there is any problem, then the student can request the Head / Coordinator to refer the matter to the Departmental Examination Committee.

#### **C. End-Semester Examination:**

- i. A student shall be eligible to appear in end-semester examination only if s/he has at least 75% of attendance in respect of classes delivered in each course separately. In case if a student failed to fulfill this condition due to some unavoidable circumstances beyond control like illness etc., attendance up to 20% can be condoned by the Dean/HOD on production of medical certificate/supporting documents on justified grounds.
- ii. If a student represents his/ her institution, University, State or Nation in Sports, NCC, NSS or Cultural or any other officially sponsored activities, he/ she shall be eligible for relaxation of attendance up to 20% in a course based on the specific recommendations of the Dean/Head of the Department.
- iii. Duration of end-semester examination for each course will be 3 Hours. The End-Semester examination paper will be divided into Five Units having equal marks. From each Unit there

will be one question with internal choice. The students will be required to attempt one question from each Unit.

- iv. The marks will be given for all examinations and they will be converted into grade (quality) points based on grading system. The semester-end, final grade sheets and transcripts will have only Credits, Grades, Grade Points, SGPA and CGPA. A multiplication factor of 9.5 for conversion of CGPA into percentage of marks as required by certain employers / service commissions will be used.

**D. Departmental Examination Committee:**

- i. Each Departmental Committee / Course Advisory Committee of the Department / Centre shall constitute a Departmental Examination Committee of three members to oversee all work connected with evaluation of Sessional work and end semester examination. The senior most member of the Committee shall be the Ex-officio Chairman of this Committee.
- ii. The evaluation/grades approved by the Departmental Examination Committee will be final.

**E. Grades and Grade Points for Absolute Scale:**

Percentage of Marks	Grade Point	Letter Grade	Classification
Marks above 80	10	O	Outstanding
Marks > 73 & ≤ 80	9	A+	Excellent
Marks > 66 & ≤ 73	8	A	Very good
Marks > 59 & ≤ 66	7	B+	Good
Marks > 52 & ≤ 59	6	B	Above Average
Marks > 45 & ≤ 52	5	C	Average
Marks > 40 & ≤ 45	4	P	Pass
Marks < 40	0	F	Fail
ABSENT	0	Ab	Absent

**F. PROMOTION TO NEXT SEMESTER AND ADDITIONAL EXAMINATION:**

- i. A Student shall be declared as 'Passed' and promoted to the next semester when s/he earns 'C' Grade or above in the last concluded semester examination and has not got below 'P' grade in more than two courses in the previous semester.

- ii. A student who has earned an average of 'C' grade or above in the last concluded semester examination but has got below 'P' grade in not more than two courses in the previous semester shall be promoted to the next semester with the condition that the student shall appear in the additional examination for the courses in which the student has got below 'P' grade.
- iii. A Student shall be deemed as 'Failed' in a semester when s/he gets below 'P' Grade in more than two courses offered in the previous semester, or does not appear in the examination in more than two courses. Such students will repeat the semester on payment of semester fees.
- iv. Additional examination (except for the last two semesters of the programme) for the courses in which students have failed or were absent will be held along with the corresponding semester examination for those courses of the succeeding academic years, provided that the student does not carry more than four papers of the previous semesters at any time during the course of study.
- v. In case, a student has failed in less than three courses in the final semester, the student will be permitted to appear in the additional examination in those courses that would be conducted around forty days after the declaration of the final semester result. In case, a student fails in the thesis/project, the student has to complete the thesis/project and appear in the examination in the corresponding semester of the succeeding academic year.
- vi. A student who has passed all the papers in a semester but has failed to get an overall grade of 'C' shall be promoted to the next semester and shall appear in the additional examination for two of the courses of his/her choice from the previous semester.
- vii. The backlog course(s) additional examination shall be held for the semester end examination course only. The points scored by the candidate in the Continuous Assessment shall be carried forward.
- viii. The (provisional) results of the additional examination shall be announced within two weeks (subject to the ratification by the Departmental Examination Committee when it meets next).
- ix. A student who fails to pass in any semester or carries over more than four papers would not be allowed to be Promoted to the subsequent semester and has to repeat the semester in which he fails or accumulates fail grade in more than four papers.
- x. A candidate may get chance to clear all the courses within the duration of the course of study plus 2 years, i.e. for 2 year course within four years. However, the student shall be allowed only once to repeat the first semester. If s/he fails again in the first semester, s/he be required to withdraw from the programme.

## **G. RESULTS PREPARATION**

a) Grade Card / Mark sheet: The Grade card issued at the end of each semester to each student will contain the following: i) Name, ii) Roll Number, iii) Enrolment Number, (iv) Course code, (v) Course title, (vi) Grade point in each course ( $G_i$ ) (10 point scale), (vii) Credits earned for each course( $C_i$ ), (viii) SGPA for a semester and CGPA after final semester which will resemble consolidated results. The following procedure shall be used to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e. **SGPA** ( $S_i$ ) =  $\sum(C_i \times G_i) / \sum C_i$  where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.
- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e. **CGPA** =  $\sum(C_i \times S_i) / \sum C_i$  where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

## Illustration for SGPA (MBA Sem. I)

1	2	3	4	5
Course Code	Credit	Grade Letter	Grade Point	Credit Point (2 X 4)
MAN 501	4	O	10	40
MAN 502	4	B+	7	28
MAN 503	4	A	8	32
MAN 504	4	B	6	24
MAN 505	4	A+	9	36
	$\Sigma$ 20			$\Sigma$ 160

**Thus,**  
**SGPA = 160 / 20 = 8.0**

## Autumn Semester

### Course Code: MAN – 501 - Management Concepts and Processes

4-0-0-4

#### **Objective:**

The objective is to develop understanding about management as a science and to acquaint the student with different functions, systems, techniques, and their application in the process of management.

#### **Unit – I**

##### **Introduction and Planning Function**

Concept and Nature of Management; Evolution of Management Thought; Management and Society: Decision Making and Essentials of Planning.

#### **Unit – II**

##### **Organizing and Staffing:**

The Nature of Organizing; Formal and Informal Organization; Organizational Structures; Authority-Responsibility Relationships.

#### **Unit – III**

##### **Directing and Leading:**

The Nature of Directing, Theories of Motivation; Leadership; Leadership Styles; Communication – Inter-personal and organizational.

#### **Unit – IV**

##### **Controlling:**

The Nature and Significance of Control; The Control Process: Nature and Approaches of Coordination; Emerging Issues of Management in Changing Scenario; Management of Change; Co-ordination – Concept, Nature and Approaches.

#### **Unit – V**

##### **Case Studies:**

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### **Suggested Readings:**

1. Terry and Franklin: Principles of Management
2. Koontz, 'O' Donnel & Weihrich: Essentials of Management
3. Stephen P. Robbins and Mary Coulter: Management, Pearson Education
4. William H. Newman: The Process of Management
5. Drucker, Peter: Management – Tasks Responsibilities & Practice



## **Autumn Semester**

### **Course Code: MAN – 502 - Managerial Economics**

**4-0-0-4**

#### **Objective:**

The objective of this course is to develop ability to apply the concepts, tools, and techniques of Economics in analyzing and interpreting business decisions.

#### **Unit - I**

Nature and Scope of Managerial Economics: Objectives of a Firm; Economic Theory and Managerial Theory; Role and Responsibilities of the Managerial Economist; Fundamental Economic Concepts – Incremental Principle, Opportunity Cost Principle, Equi-Marginal Principle. Demand Analysis: Individual and Market demand functions; Law of demand, Determinants of demand; Elasticity of demand – Concept and Importance; Price elasticity; Income elasticity and Cross elasticity; Using elasticity in Managerial decisions.

#### **Unit – II**

Theory of Consumer Choice: Cardinal utility approach, indifference approach; Demand estimation for major consumer durable and non-durable products. Demand forecasting techniques.

#### **Unit – III**

Production Theory: Production function, Economies of scale; Cost theory and estimation; Short and long term Cost functions – their nature, shape and inter- relationship ;Law of variable proportions ; Law of return to scale.

#### **Unit – IV**

Price Determination under different Market Conditions: Characteristics of different market structure; Price determination and firm's equilibrium in short- run and long- run under perfect competition, Monopolistic competition, Oligopoly and Monopoly. Price discrimination; International price discrimination and dumping.

#### **Unit - V**

Business Cycle: Nature and phases of a business cycle; Theories of business cycles – Psychological, Monetary, Innovation, Cobweb and Hicks Theories. Inflation: Definition, Characteristics and Types; Inflation in terms of demand – pull and cost – push factor; Measures to control inflation.

#### **Suggested Readings:**

1. Mithani. D.M: Managerial Economics, Himalaya Publishing House, New Delhi.
2. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
3. Baumol, William J: Economic Theory and Operational Analysis, Prentice Hall, London.
4. Dean, Joel: Managerial Economics, Prentice Hall, New Delhi.
5. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc., New York.
6. G.S Gupta: Managerial Economics, TMH, New Delhi.

7. Chopra, O.P: Managerial Economics, Tata McGraw Hill, New Delhi.
8. Dholakia, R.H and A.L. Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
9. Eaton, B. Curtis and Diane Faton: Micro Economics, Prentice Hall, New Jersey.
10. Gough, J. and S. Hill: Fundamental of Managerial Economics, MacMilan, London.
11. Peterson, H. Carig and W. Cris Lewis: Managerial Economics, Prentice Hall, New Delhi.

## Autumn Semester

### Course Code: MAN - 503 - Accounting for Managers

4-0-0-4

#### **Objective:**

To impart the basic understanding of accounting to the managers with a view to enable them with the analysis and interpretation of the accounting information for use in managerial decision making.

#### **Unit – I**

Nature, Scope, Importance and Limitations of Financial Accounting, Management Accounting and Cost Accounting;

Basic Accounting Concepts; Accounting Mechanics: The Journal, The Ledger, Cash Book, Trial Balance; Bank Reconciliation Statement.

#### **Unit – II**

**Company Accounts:** Accounts relating to issue, forfeiture and re-issue of shares. **Final Account:** Manufacturing Account, Trading Account, Profit and Loss Account, Balance-Sheet of Non-corporate Entities.

#### **Unit – III**

Classification of Cost, Cost-Volume-Profit Analysis, Marginal Costing, Absorption Costing and their use in Profit Planning.

#### **Unit – IV**

**Budgeting and Budgetary Control:** Nature, Scope, Importance and Limitations, Preparation of Cash, Sales and Flexible Budgets; Controlling through Budgets, Standard Costing: Variance Analysis: Materials and Labour Variances;

#### **Unit – V**

**Analysis and Interpretation of Financial Statements:** Ratio Analysis; Cash Flow Statement, Management Reporting; Responsibility Accounting.

#### **Suggested Readings:**

1. Bhattacharya and Dearden: Accounting for Management
2. Guptas and Kothari: Accounting for Managers, Frank Bros. & Co. Publishers, New Delhi.
3. Sharma and Popli: Financial Accounting, Kitab Mahal, Allahabad
4. Anthony, Merchant and Hawkins: Management Accounting: Text and Cases
5. Horngren
6. Khan & Jain: Management Accounting - Text, Problems and Cases TMH, New Delhi
7. Horngren and Sundlen: Introduction to Management Accounting, PHI, New Delhi

## Autumn Semester

### Course Code: MAN - 504 – Business Communication

4-0-0-4

#### Objective

The purpose of this course is to develop the ability to communicate more effectively, enhance verbal and written communication skills, and to make clear and appropriate communication.

#### Unit - I

Management Communication: Definition, Elements, Levels, Principles, Barriers and tactics of communication, Achieving Success through communication, Using Technology to Improve Business Communication, Communication Ethics, Listening, Nonverbal communication, Feedback, Cross-cultural Communication,

#### Unit - II

Planning – Writing – Completing Business Messages. Analyzing Situation, Gathering Information, Selecting the Right Medium, Organizing Information. Composing Your Messages, Using Technology to Compose and Shape Your Messages. Revising, Producing, Proofreading and Distributing Message.

#### Unit - III

Crafting Messages for Electronic Media, E-mail Messages, Instant Messages and Text Messages, Business Blogs, Podcasts, Distributing Blog and Podcast Content. Writing Routine and Positive Messages, Writing Negative Messages, Writing Persuasive Messages

#### Unit - IV

Developing Oral and Online Presentations - Planning, Writing, and Completing Your Presentation. Enhancing Presentations with Slides and Other Visuals, Planning, Creating, and Completing Slides and Support Materials, Giving Presentation Online.

#### Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### Suggested Readings:

1. Bovée, Courtland L., & Thill, John V., Business Communication Today, Pearson.
2. Bailey, Gerry, & Way, Steve, Communication, Gareth Stevens Pub.
3. Blundel, Richard, & Ippolito, Kate, Effective Organisational Communication: Perspectives, principles and practices, FT Prentice Hall.
4. Veech, Annette M., Managerial Communication Strategies, Prentice Hall.
5. Brounstein, Marty, Bell, Arthur H., Isbell, Connie, Smith, Dayle M., Business Communication, John Wiley & Sons.

## Autumn Semester

### Course Code: MAN – 505 - Quantitative Techniques

Credits: 4-0-0-4

#### Objective

The main objective is to provide the knowledge of basic mathematics and statistics and its techniques useful in business.

#### Unit - I

(a). **Numbers:** Natural Numbers, Integers, Divisor of an Integer, g.c.d and l.c.m. of two Integers, Prime Integer, Rational Numbers, Irrational Numbers, Real Numbers, Absolute Value of Real Numbers, Complex Numbers, Modulus of a Complex Number.

(b). **Set Theory:** Subset, Superset, Power of a set, Set Operations such as Union, Intersection, Difference, Symmetric Difference and Cartesian Product of two sets. Venn Diagram.

(c). Logarithmic Function and its properties.

#### Unit - II

**Matrix Theory:** Definition and types of Matrices, Addition, Scalar Multiplication and Multiplication of Matrices, Transpose of a Matrix, Determinant of a Square Matrix, Row and Column Operations on a Matrix, Rank of a Matrix, Solution of System of Linear Equations by Matrix Method.

#### Unit - III

**Measure of Central Tendencies and Dispersions:** Mean, Median, Mode and Weighted average – Concepts and Applications. Range, Quartiles, Percentiles, Mean Deviation and Standard Deviation - Concepts and Applications.

#### Unit - IV

Measures of Skewness, Moments, Kurtosis, Correlation and Regression Lines, Karl Pearson's Coefficient of Correlation, Rank Correlation.

Analysis of Time-series, Components of Time-series, Least Squares Method, Moving Averages.

#### Unit – V

**Theoretical Frequency Distributions:** Binomial, Normal, and Poisson Distribution.

**Probability:** Axiomatic and Classical Definitions, Events, Laws of Probability, Conditional Probability, Baye's Theorems; Independent Events.

#### Suggested Readings:

1. B. C. Mehta & G. K Madnani: Mathematics for Economists, Sultan Chand & Sons, New Delhi
2. J. D. Gupta, P. K. Gupta: Mathematics for Business and Economist, TMH, New Delhi
3. Ramendu Roy: Principles of Statistics, Prayag Pustak Bhawan, Allahabad
4. A. M. Goon, M. K. Gupta & B. Das Gupta: Fundamental of Statistics Vol. I & II, World Press Pvt. Ltd., Kolkata
5. A. M. Goon, M. K. Gupta & B. Das Gupta: An Outline of Statistical Theory Vol. I, World Press Pvt. Ltd., Kolkata

## Spring Semester

### Course Code: MAN - 506 – Marketing Management

4-0-0-4

#### **Objective:**

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

#### **Unit - I**

Marketing Management- Meaning & Significance, Various concepts of Marketing, Functions, Strategic Marketing Planning, Marketing Mix and its application. Marketing Environment-Micro and Macro Environment,

#### **Unit - II**

Market Segmentation, Bases for segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market, Factors influencing Consumer Behaviour, Decision Making Process, Life style and consumer behaviours,

#### **Unit - III**

Product Management-Concept of Product, Product Levels, Classification of Products, PLC, Marketing strategies at various stages of PLC, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Brand equity, Packaging, Labelling.

#### **Unit - IV**

(a). Pricing-Factors Affecting price determination, Price Objectives & Strategies, Pricing Methods. (b). Promotion Mix- Characteristics, Advertising, Personal Selling, Publicity, Sales Promotion. Direct Marketing. (c). Distribution Channels- Type of Channels, Factors influencing Channel Decisions. Forward and Backward integration, Online shopping, Viral Marketing,

#### **Unit - V**

##### **Case Studies:**

The List of the Case studies shall be provided in the class.

**Note:** A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### **Suggested Readings:**

1. Kotler, Philip: Marketing Management: PHI, New Delhi
2. Stanton, W J: Fundamentals of Marketing
3. Cunduff & Still: Fundamentals of Marketing
4. Rusenberg, L J: Marketing
5. Pillai R S N, Bhagwati : Modern Marketing Principles & Practices
6. Neelmegham and Namakumari : Marketing Management, MacMillan, New Delhi
7. S.A.Sherlekar : Marketing Management

## Spring Semester

### Course Code: MAN - 507 - Human Resource Management

4-0-0-4

#### Objective

The objective of this is to develop a conceptual as well as practical understanding of Human Resource management.

#### Unit - I

Introduction: Meaning, Objectives, Nature, Need and Significance of HRM Limitations of HRM; HR Policies.

#### Unit - II

Human Resource Planning: Features, Need, Objectives, Process and Factors Affecting Human Resource Planning; Problems in Human Resource Planning.

#### Unit - III

Recruitment & Selection: Process of Recruitment & Selection.

Sources of Recruitment: Internal & External Methods, Test & Interviews Induction, Training and Placement. Compensation Management & Performance Appraisal: Wage & Salary Administration, Incentives and Fringe Benefits.

#### Unit – IV

Industrial Relations: Objectives, Causes for Poor Industrial Relations and Remedial Measures.

#### Unit: V

**Quality of Work Life:** Concept, Methods to improve Quality of Work Life; Flexi Time, Flexi Place, Alternative Work Schedules, Part Time Employment, Compressed Work Week, Job Rotation, Job Enlargement and Enrichment; Challenges in Implementing QWL Programmes.

**Quality Circles:** Concept, Objectives, Development and Working of a Quality Circle, Problem Solving Techniques in Quality Circles: Brain Storming Sessions, Cause and Effect or Fishbone Diagrams; Implementing Quality Circle: Issues and Challenges.

**Note:** The List of the Case studies shall be provided in the class.

#### Suggested Readings:

1. T.V. Rao: Readings in HRM, Oxford & IBH Pub. Co. Ltd.
2. P. Subba Rao: H.R.M., Chugh Publication, Allahabad
3. Ajai Kumar Singhal: Human Resource Management, Sharda Pustak Bhawan, Allahabad
4. Wayne F. Casio: Managing Human Resource, McGraw Hill Companies.
5. Aswathappa, K.: Human Resource Management – Text and Cases, McGraw Hill Companies.
6. Charles R. Greer: Strategic Human Resource Management: PEI, New Delhi

## Spring Semester

Course Code: MAN - 508 - Operations Management

Credits: 4-0-0-4

### Objective

Designed to provide the initial exposure of operations / production functional area to students who have already undergone through the basics of management process and functions.

### Unit - I

Introduction:

Nature, Importance, Scope and Functions of Operations and Operations Management.

Evolution of Operations Management.

Types of Production/Operations Systems.

Nature of Decision making and Key Decision Areas.

### Unit - II

Long-Term Strategic Decisions:

Capacity Planning.

Location Selection.

Layout of Facilities.

Product Design.

Process Design.

### Unit - III

Operations Planning:

Demand Forecasting.

Material Requirements Planning.

Planning, Sequencing and Scheduling of Operations in Job Order Production Systems.

Planning of Projects.

### Unit - IV

Operations Control:

Inventory Management and Control.

Quality Management.

Maintenance of Facilities.

### Unit - V

Miscellaneous Issues in Operations Management:

Service Operation Management.

Just-in-Time and Supply Chain Management.

Outsourcing and Offshoring.

Challenges and Priorities for Operations Management.

### Suggested Readings:

1. Heizer Jay, Render Barry: Operations Management, Pearson, New Delhi
2. Steverson, Willian J.: Operations Management, TMH, New Delhi



3. Adam Everett E. Adam, Jr. and Ronald J. Ebert: Production and Operations Management, PHI, New Delhi
4. Bedi Kanishka: Production and Operations Management, Oxford Press, New Delhi
5. Mahadwan B., Operations Management – Theory and Practices, Pearson, New Delhi

## Spring Semester

### Course Code: MAN – 509 - Financial Management

4-0-0-4

#### Objective

The objective is to provide conceptual knowledge of the tools of financial analysis and management. It also aims at helping the students develop skills for making financial decisions in business situations.

#### Unit - I

Nature and Scope of Financial Management, Financial Goal of the Firm, Valuation of Securities.

#### Unit - II

Capital Budgeting Under conditions of Certainty – Principles and Techniques: ARR, Payback, Net Present Value, Profitability Index, Internal Rate of Return; NPV Vs IRR.

#### Unit - III

Evaluation of Projects under Conditions of Uncertainty: Methods of incorporating risk – Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Probabilistic, Decision Tree, Capital Rationing.

#### Unit - IV

Concept and Measurement of Cost of Capital, Capital Structure Theories, Designing Capital Structure; Leverage – Operating, Financial and Combined.

#### Unit - V

(a). Management of Working Capital: Gross and Net Working Capital, Principles of Working Capital, (b). Dividend Decisions and Theories: (i). Irrelevance of Dividends: Modigliani and Miller (M-M) Hypothesis, (ii). Relevance of Dividends: Walter's Model, Gordon's Model, (iii). Determinants of Dividend Policy.

#### Suggested Readings:

1. Khan & Jain: Financial Management, TMH, New Delhi
2. I.M. Pandey: Financial Management, Vikas Publication
3. J. C. Van Horne: Financial Management and Policy, PHI, New Delhi.
4. S. C. Kuchhal: Financial Management, Chaitanya Publishing House.
5. V. K. Bhalla: Financial Management and Policy, Anmol Publications.
6. R. P. Rustagi: Financial Analysis and Financial Management, Sultan Chand & Sons

## Spring Semester

Course Code: MAN – 510- Operations Research

Credits: 4-0-0-4

### Objective

The objective is to provide scientific methods, techniques and tools to make decisions in obtaining optimum solutions to the problems involving the operations of large systems of men, machines and money in the industry, and business.

### Unit - I

**Linear Programming:** Formulation of Linear Programming Problem (LPP), Solution of LPP by Simplex Method, use of artificial variables – M-technique and Two Phase Technique, Duality theory, Conversion of Primal into its dual, Special Cases of LPP: Infeasibility, Degeneracy and un-boundedness.

### Unit - II

**Transportation Technique:** Formulation of a TP, Determination of Initial Basic Feasible solutions by North-West Corner Rule, the Least Cost Method, Vogel's Approximation Method (VAM). Optimum solution by MODI method.

Special cases of transportation: Unbalanced problem, maximization objective, degeneracy.

### Unit - III

**Assignment Problem:** Solution of Assignment Problem by Hungarian Method, Special Cases of Assignment: Maximum, Unbalanced assignment.

**Network Analysis:** Construction of Networks, Time Calculation of Network Diagram by PERT/CPM, Critical activities and Slack Time.

### Unit - IV

**Sequencing Problem:** 'n-jobs, two-machines', 'n-job, more than three machines' (Johnson Rule).

**Queuing Theory** (Simple Channel Model).

### Unit – V

**Game Theory:** Two person, Zero-sum Game, Maximum and Maximin and Minimax Principle, Dominance Rule, Solution of  $2 \times 2$ ,  $2 \times n$ ,  $n \times 2$  ( $n > 2$ ) games. Applications and Limitations of Game Theory.

### Suggested Readings:

1. Operations Research - An Introduction: Hamdy A. Taha, PHI, New Delhi
2. Operations Research: Anand Sharma, HPH, New Delhi
3. Quantitative Techniques in Management: Vohra, N. D., Tata McGrawhill, New Delhi

## Autumn Semester

### Course Code: MAN – 601 - Organisational Behaviour

4-0-0-4

#### Objective

This course introduces the student to multidisciplinary approaches towards understanding of human behavior at the workplace from an individual, group, and organizational perspective. It offers a frameworks that helps to effectively analyze and comprehend various organizational situations so as to enhance effectiveness of managing behaviours at work.

#### Unit - I

##### Introduction:

Organisation: Concept, Features; Classical, Neo Classical Theories of Organization; Managerial Roles and Functions

Organisational Behavior: Concept and Features, Organisational Behaviour Models – Autocratic, Custodial, Supportive, Collegial; Challenges and Opportunities for Organisational Behavior

Learning: Concept, Theories of Learning: Classical Conditioning Theory, Operant Learning Theory; Behavior Reinforcement

#### Unit - II

##### Individual Behavior in Organization

Personality: Meaning, Determinants of Personality, Types of Personality: Myers Briggs Type Indicator, Big Five Model; Values

Perception: Meaning, Factors Affecting Perception, Errors of Perception

Motivation: Meaning, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Expectancy Theory, Equity Theory; Applications of Motivation Concepts in Organizations.

#### Unit - III

##### Group Behaviour in Organisation

Group Behaviour: Meaning and Types of Groups, Stages of Group Formation: The 5-stage Model, Group Structure: Roles, Norms, Size; Formal and Informal Groups. Importance of Team Building

Leadership: Concept, Styles of Leadership, Leadership Trait Theory, Behavioural Theories Contingency Theories- Fiedler's Model

Organisational Conflict: Concept, Reasons for Conflicts, Types of Conflicts; Stages of Conflict, Strategies for Resolving Conflicts

#### Unit - IV

##### Organisational Dynamics

Organisational Culture: Concept, Features and Elements, Emergence of Organizational Culture; Strong and Weak Culture

Organisational Change: Forces for Change- Social, Economic, Technological; Reasons for Resistance to Change; Overcoming Change Resistance

Organisational Development: Concept and Process; Organisation Development Interventions- Meaning, Overview of Team Interventions

## **Unit - V**

### **Case Studies:**

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

### **Suggested Readings:**

1. Fred Luthans, Organisational Behaviour, New Delhi: McGraw Hill
2. Keith Davis and Newstorm, Human Behaviour at Work, New Delhi: McGraw Hill
3. Robbins, SP: Organisational Behaviour, Prentice Hall
4. Robbins, Judge and Sanghi: Organizational Behaviour, Prentice Hall of India
5. Prasad,L.M., Organisational Behaviour, New Delhi: Prentice Hall of India
6. Rao V.S.P. & Narayanan P.S., Organisational Theory & Behaviour, New Delhi: Konark Publishers (P) Ltd.
7. MN Mishra: Organisational Behaviour through Indian Philosophy, Hiamlaya Publishing House

## Autumn Semester

### Course Code: MAN – 602 - Business Environment

4-0-0-4

#### Objective:

The purpose is to provide knowledge of various economic and social issues and policies of India affecting business.

#### Unit – I

**Framework of Business Environment:** Environment - Concept, Significance and Nature of Business Environment; Elements of Environment – Internal and External; Changing Dimensions of Business Environment; Sunrise sectors of India.

#### Unit – II

**Economic Environment of Business:** Economic Systems and Business Environment; Economic Reforms and Current Government Policies – Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy. Demonetisation, Amalgamation and Merger of Banks, Recapitalisation Plan.

#### Unit – III

**Politico Legal Environment of Business:** Critical Elements of Political Environment; Legal Environment in India: Basic constitutional provisions regarding regulation of business. Industries (Development and Regulation) Act, 1951, Consumer Protection Act, 1986, Competition Act 2002, Companies Act, 2013 and its amendments.

#### Unit – IV

**Socio-Cultural Environment:** Elements of Socio-Cultural Environment. Social Institutions; Social Values and Attitudes; Social Groups; Income Disparity and its Socio-Cultural Implications. New Methods of Divestment, Revenue Management, Social Network Analysis.

#### Unit – V

**International Environment:** Major International Economic Institutions – World Bank, IMF, WTO and their Importance to India; Patent Laws and Transfer of Technology under WTO regime. Environmental Management, Technology Management, Business Intelligence and Analytics; Fraud and Risk Analytics, Business Models and Applications.

#### Suggested Readings:

1. Francis Cherunilam: Business Environment, Himalayan Pub. House, New Delhi.
2. Aswathappa, K, Legal Environment of Business, Himalaya Publication, New Delhi
3. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi
4. Alagh, Yoginder K.: Indian Development Planning and Policy, Vikas Publication, New Delhi

## Autumn Semester

Course Code: MAN – 603 – e-Business

4-0-0-4

### Objectives

To develop awareness of application of the technology in today's business world.

### Unit - I

Digital technology and business, business process management, competitive advantage through digital technology, Career in digital age, IT architecture, data management and governance, cloud computing, data centers, data management leading to business intelligence.

### Unit – II

Digital Networks and Ethical Issues – Data Networks, IP Addresses, and APIs, Wireless Networks and Mobile Infrastructure, Collaboration and Communication Technologies, Sustainability and triple bottom line, Internet technologies - Using Search Technology for Business Success, Organic Search and Search Engine Optimization, Pay-Per-Click and Paid Search Strategies, A Search for Meaning—Semantic Technology, Recommendation Engines, Social Media – strategies and communities, engagement, monitoring, media failures.

### Unit – III

Tactical and Operational Support Systems - Solving Business Challenges at All Management Levels, Manufacturing, Production, and Transportation Management Systems, Sales and Marketing Systems, Accounting and Finance Systems, Human Resources Systems and Ethics, Strategic Technology and Enterprise Systems - Enterprise Systems, Enterprise Social Platforms, Enterprise Resource Planning Systems, Supply Chain Management Systems, Customer Relationship Management Systems,

### Unit - IV

Data Visualization and Geographic Systems - Data Visualization, Enterprise Data Mashups, Digital Dashboards, Geographic Information Systems, IT Strategy and Balanced Scorecard - IT Strategy and the Strategic Planning Process, Aligning IT with Business Strategy, Balanced Scorecard, IT Sourcing and Cloud Strategy.

### Unit - V

#### Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### Suggested Readings:

1. Turban, Efraim, McLean, Ephraim, Wetherbe, James, Information Technology for Management, Wiley.

2. Rainer, Rex Kelly, Turban, Efraim, Potter, & Richard E., Introduction to Information Systems: Supporting and Transforming Business, Wiley.
3. Laudon, Kenneth C., & Laudon, Jane Price, Essentials of Business Information Systems, Pearson Prentice Hall.
4. Morgan, Tony, Business Rules and Information Systems: Aligning IT with Business Goals, Pearson.
5. Nickerson, Robert C., Business and Information Systems, Prentice Hall.
6. Post, Gerald V., & Anderson, David L., Management Information Systems: Solving Business Problems with Information Technology, Tata McGraw Hill.
7. O' Brien, James A., Management Information Systems, Tata McGraw-Hill.



## **Autumn Semester**

### **Course Code: MAN – 604 – Project Report**

**1-1-0-2**

#### **Objective:**

The course objective is to provide the students an opportunity to use their conceptual and analytical skill in the understanding of business problems and to present them in the right perspective.

#### **Note:**

The Project Report carrying two credits (comprised of one Tutorial and four Library / Field Work per week) shall be on a topic from the student's area of specialisation in this semester under the supervision of a teacher assigned by the Departmental Examination Committee. In writing the Project Report the student may opt to use primary data collected through Market Survey / Summer Training or use Secondary Data.

## Autumn Semester

### Course Code: MAN – 651 - Marketing Research

4-0-0-4

#### **Objective**

The course objective is to familiarize students with decisional research which is done to provide information for a pending decision. The course has also been designed to provide students an insight into the various aspects of Marketing Research.

#### **Unit - I**

##### **Introduction and Basic Concepts:**

Nature, Scope, Objectives, Importance, Limitations and Threats to Marketing Research, Marketing Information System, The Research Process, Status of Marketing Research Industry in India.

#### **Unit - II**

##### **Data Collection, Sampling and Interviewing:**

Secondary Data, Collection of Primary Data, Sampling: Process, Design and Sample Size, Interviewing, The Interviewing Technique, Interviewing Errors, Questionnaire Design, Construction, Types of Questions, Limitations.

#### **Unit - III**

##### **Data Processing and Analysis:**

Editing, Coding, Tabulation, Data Analysis Techniques.

#### **Unit - IV**

##### **Presentation and Report Writing:**

Written Reports, Factors in Organising a Written Report, Use of Visual Aids / Graphic Devices, Verbal / Oral Reporting, Informal Verbal Reports, Formal Verbal Reports.

#### **Unit - V**

##### **Case Studies:**

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### **Suggested Readings:**

1. Marketing Research – Measurement and Method: Donald S. Tull & Dell I. Hawkins, MacMillan Publishing Co., Inc. New York,; Collier MacMillan Publishers, London
2. Marketing Research – Methodological Foundations: Gilbert A. Churchill Jr. & Dawn Iacobucci, South – Western Cengage Learning, India

## Autumn Semester

### Course Code: MAN – 652 – Consumer Behaviour

4-0-0-4

#### Objective

The basic objective of this course is to develop conceptual understanding about the various aspects of consumer behavior and its application in marketing.

#### Unit - I

Introduction – Concept of Consumer, Relevance of Consumer Behavior Study, Application of Consumer Behavior Knowledge in Marketing.

Consumer Decision Making Process, Models of Consumer Decision Making, Trends in Consumer Behavior.

#### Unit - II

Personality – Self- Concept, Theories of Personality: Trait Theory, Psychoanalytic and Neo-Freudian Theory. Perception - Internal and External Factors, Perceptual Process and Marketing Implications.

Learning - Learning Process, Learning Theories and their Applications: Classical Conditioning, Operant Conditioning, Cognitive Theory.

#### Unit- III

Attitude and Behaviour- Attitude: Characteristics, Tri-component Model, Measurement of Attitude, Theories of Attitude-balance Theory, Cognitive Theory, Cognitive Dissonance Theory.

Demographics, Social Class and Culture-social Stratification and Social Class, Nature of Social Class Influences, Social Influence on Consumer Behavior, Culture and Cross Cultural Issues in Marketing.

#### Unit - IV

Customer Satisfaction - Customerisation: Meaning and Definition, Customer Satisfaction and Loyalty, Measurement of Consumer Satisfaction, Customer Satisfaction in Services Marketing, Managing Customer Complaints.

Relationship Marketing: Concept and Nature, Customer Retention Improvement Plan, Brand Equity and Brand Loyalty.

#### Unit - V

Relevant Case Studies shall be provided to the students, based on the theoretical aspects and issues covered under the first four units.

#### Suggested Readings:

1. Engel,Blackwell: Consumer Behaviour
2. Leon G. Schiffman,Leslie Laser Kanuk: Consumer Behaviour
3. David Loudon & Della Bitta : Consumer Behaviour
4. Dell Hawkins, Rogers, Kenneth A Coney: Consumer Behaviour & Managerial Decision Making.

## Autumn Semester

### Course Code: MAN – 653 - Human Resource Development

4-0-0-4

#### Objective

The objective of this paper is to develop a conceptual as well as practical understanding of Human Resource Development in the organizations.

#### Unit - I

##### Human Resource Planning

Need for Human Resource Planning, Objectives. Types of Human Resource Planning, Problems in Human Resource Planning, Induction and Placement.

#### Unit - II

##### Human Resource Development:

Concepts, Objectives, Features, Significance; role of training in Skill and Multi Skill Development; Career Planning, Succession Planning.

#### Unit – III

##### Human Resource Development Strategies:

Total Quality Management with reference to Human Resource, Kaizen, Employee, Empowerment, Benchmarking.

#### Unit – IV

##### Human Resource Strategies and Issues:

Human Resource Retention Strategies: Monitoring and Counselling, HRD Practices in Indian Corporate Sector, Quality of Work Life, Issues and Restructuring Layoffs.

#### Unit-V

Case Study: The List of the case studies shall be provided in the class.

**Note:** A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### Suggested Readings:

1. Pareek & Rao: Designing & Managing Human Resource System, IBH, New Delhi
2. Bhattacharya: Human Resource Planning, Excel Books, New Delhi.
3. Beardwell & Holden: Human Resource Management, McMillan India Ltd.
4. Arthur, M. Career Theory Handbook, Englewood Cliff, Prentice hall Inc.
5. Belkaoui, A.R. and Belkaoui, J.M.: Human Resource Valuation: A Guide to Strategic and Techniques, Greenwood, Quorum Books.

## **Autumn Semester**

### **Course Code: MAN - 654 - International Human Resource Management**

**4-0-0-4**

#### **Objective:**

The objective of the course is to enable the students to understand of Human Resource Management in a broader, comparative and international perspective. It aims at developing cross-cultural sensitivity among the students to deal with complex issues, challenges and problems of multinational organizations as future international human resource manager.

#### **Unit - I**

Introduction: International HRM-Concept and Objectives; Understanding Culture and Cultural Diversity; Cross Cultural Theories- Hofstede's Theory; Types of Corporate Structures.

#### **Unit – II**

International Human Resource Management Approaches: Geocentric, Regiocentric, Ethnocentric, and Polycentric Approach; Motivational Factors Across the Cultures; Leadership Styles across Cultures; Cross Cultural Communication.

#### **Unit - III**

Human Resource Management Functions in Multinational Organizations: Recruitment: Sources; Selection- Methods of Selection for Overseas Assignments; Performance Management for International Staff; Compensation Management: Methods, Factors Affecting Salary Structures.

#### **Unit - IV**

Direction and Control: Managing Cross Cultural Teams- Strategies and Challenges; Culture Shock- Stages and Coping Strategies; Training and Development for Expatriates and International Staff; Managing Repatriation; Understanding Industrial Relations in International Perspective: Role of Trade Unions.

#### **Unit V**

Case Study: The List of the case studies shall be provided in the class.

#### **Suggested Readings:**

1. Dowling, P.J., Festing, M. and Engle, A.E. (2017). International Human Resource Management . New Delhi: Cengage Learning India Pvt Ltd.
2. Aswathappa, K. and Dash, S. (2017). International Human Resource Management. New Delhi: McGraw Hill India
3. Gupta, SC: Text book of International HRM, Macmillan India
4. Dipak Kumar Bhattacharya: Cross Cultural Management:, Prentice Hall of India
5. RM Hodgetts, F. Luthans and JP Doh: International Management, Tata McGraw-Hill
6. Philip Harris, Robert Moran & Sarah Moran: Managing Cultural Differences, Elsevier

## **Autumn Semester**

### **Course Code: MAN – 655 - Security Analysis and Portfolio Management**

**4-0-0-4**

#### **Objective**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of theory and practice of Portfolio management.

#### **Unit - I**

Introduction: Concept, Meaning, Nature and Scope of Security Analysis, overview of Security Market, Various Approaches to Investment Decisions; Investment Process.

#### **Unit – II**

Fundamental Analysis: Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry Level Factors; Company Analysis.

Technical Analysis: Meaning and Significance of Technical Analysis; Technical Analysis vs. Fundamental Analysis; Tools & Techniques of Technical Analysis.

#### **Unit – III**

Efficient Market Hypothesis: Weak, Semi-strong and Strong Market; Testing of Different Forms of Market Efficiency and their Significance.

Portfolio Analysis: Portfolio Risk and Return, Effects of combining securities Markowitz Model-Return optimization.

#### **Unit - IV**

Single Index Model – Sharpe’s Optimization Solution, Capital Asset Pricing Model (CAPM) - Capital market line, Security market line; Risk free lending and borrowing,

#### **Unit – V**

Portfolio Performance Evaluation & Revision – Risk Adjusted measures of Performance Evaluation, Market Timing, and Evaluation Criteria & Procedures.

#### **Suggested Readings:**

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi.
2. Bhalla, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Pandian, Punithavathy, Security Analysis and Portfolio Management, Vikas Publication.
5. Elton, Edwin J and Gruber, martin J. : Modern Portfolio Theory and Investment Analysis ,johan Wiley, new york
6. Chandra ,P. : Investment Analysis & Portfolio management, Himalaya Publication New Delhi.
7. Khatri, Dhanesh., Security Analysis and Portfolio Management, Macmillan, New Delhi

## Autumn Semester

### Course Code: MAN - 656 - Tax Planning and Management

4-0-0-4

#### Objective:

The objective is to achieve the students with important provisions of Income Tax and Techniques of planning and management.

#### Unit – I

Basic Concepts of Income Tax; Residence and Tax Liability, Exempted Incomes under Sec. 10, Relief under Sec. 80.

#### Unit – II

Computation of Income under the Head Business and Profession, Provisions related to Depreciation.

Computation of Income under the Head Capital Gains: Short term and Long term gains, Capital Gains on Depreciable Assets, Various Provisions Relating to Cost of Acquisition and Exemptions under the Head Capital Gains.

#### Unit – III

Tax Planning: Concept, Significance and Problems of Tax Planning. Distinction between Tax Evasion and Tax Avoidance. Tax Planning regarding Setting up New Business; with reference to Location, Nature and Forms of Organizational of New Business.

Tax Planning for Financial Management Decisions: Tax Planning relating to Capital Structure Decision, Dividend Policy, Inter- Corporation Dividend and Bonus Shares.

#### Unit- IV

Tax Planning in Specific Managerial Decisions: Make or Buy Own or Lease, Repair or Replace, Shut- down or continue. Special Tax Provisions relating to Special Economic Zones, Infrastructure Sector and Backward areas.

#### Unit – V

Corporate Tax Administration: Assessment Procedure, Tax Authorities, Appeal and Revision, Filing of Return including e-filing, Advance payment of Tax.

**Note:** The Course contents shall be modified by the Head of the Department as applicable on 1<sup>st</sup> July of each academic year according to the prevailing Tax Laws.

#### Suggested Readings:

1. Singhanian, V.K: Direct Taxes- Law and Practices, Taxman Pub. (P) Ltd. Delhi.
2. Srinivas, E.A.: Corporate Tax Planning, TMH.
3. Prasad, Bhagwati: Income Tax Law and Practices.
4. Palkiwala, N.A, Palkiwala B.A.: Law & Practice of Income Tax, N.M. Tripathi, Mumbai.
5. Shah, D.A.: A Treatise on Tax Planning, N.M. Tripathi, Mumbai.

## Autumn Semester

### Course Code: MAN - 657 - Decision Support and Business Intelligent Systems

4-0-0-4

#### Objective

This is a specialized course in information systems and information technology (IS/IT). The course is meant for expertise in developing, managing and using Decision Support Systems.

#### Unit - I

Introduction to Decision Support Systems and Business Intelligence, Decision Support Systems Concepts, Methodologies, and Technologies, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes.

#### Unit - II

Executive Information Systems, Expert Systems and Artificial Intelligence, Artificial Neural Networks for Data Mining, Text and Web Mining, Business Performance Management.

#### Unit - III

Systems Perspective of a DSS, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems, Creative Decision Making and Problem Solving, Advanced Intelligent Systems, Management Support Systems – Emerging Trends and Impact.

#### Unit - IV

Comprehensive Case Study equivalent to Two Units.

Note: A compulsory comprehensive case relating to the issues detailed under one or more of the first three units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issues / topics. The case study will be equivalent to Two units value.

#### Suggested Readings:

1. Turban, Efraim, Sharda, Ramesh E, & Delen, Dursun, Decision Support and Business Intelligence Systems, Prentice Hall.
2. Marakas, George M., Decision Support Systems, Prentice Hall.
3. Biere, Mike, Business Intelligence for the Enterprise, Pearson Education.
4. Sauter, Vicki L., Decision Support Systems for Business Intelligence, Wiley.



## Autumn Semester

### Course Code: MAN - 658 - Big Data Analytics

4-0-0-4

#### Objective

The objective of this paper is to implement an understanding about utilizing the large volumes of mostly unstructured data resulting from computerization of every aspect of economic and social activity; and to extract relevant information and knowledge for the business which is critical to the success now-a-days.

#### Unit – I

Big Data, Importance of Big Data, Analytics, Importance of Analytics, Three Types of Analytics, Big Data Analytics.

#### Unit – II

Analytics of Web Data, The Analytics of Online Engagement, the Path to “Next Best Offer” for Retail Customers, Key Technologies Used to Manipulate, Store, and Analyze Big Data; Predictive Analytics in the Cloud.

#### Unit – III

Use of Hadoop, Python and R in Big Data Analytics, Linking Decision and Analytics for Organizational Performance, Return on Investment in Analytics; Which Model Fits Your Business.

#### Unit – IV

Comprehensive Case Study Equivalent to Two Units.

Note: A compulsory Comprehensive case (running into not more than 3 to 4 printed pages) relating to the issues detailed under one or more of the first units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issue/topic. The case study will be equivalent to Two units value.

#### Suggested Readings:

1. Davenport, Thomas N, Enterprise Analytics, New Delhi, Dorling Kindersley India Pvt. Ltd.
2. Baesens, Bart, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley.
3. Manoochchri, Michael, Data Just Right: Introduction to Large-Scale Data & Analytics, Pearson.
4. Erl, Thomas, Khattak, Wajid, & Buhler, Paul, Big Data Fundamentals: Concepts, Drivers & Techniques, Prentice Hall.
5. Agneeswaran, Vijay Srinivas, Big Data Analytics Beyond Hadoop, Noida, Dorling Kindersley India Pvt. Ltd.

## Spring Semester

### Course Code: MAN - 605 – Strategic Management

4-0-0-4

#### Objective

The objective of the course is to impart an understanding of the comprehensive process of top management in any business enterprise so as to develop the ability to analyse business problems and provide an opportunity to experience the process of decision making.

#### Unit - I

##### Introduction and Basics

- Concept of Strategic Management
- Strategic Imperatives
- The Role of Strategists in Strategic Management
- Hierarchy of Strategic Intent
- General, Industry and International Environment Appraisal, Business Scanning.

#### Unit - II

##### Formulation and Choice of Strategies

- Competitive Environment and its Appraisal
- Internal Analysis and Diagnosis
- Corporate Level Strategic Alternatives
- Business Level Strategies
- Process of Strategic Choice

#### Unit - III

##### Implementation and Control

- The Implementation Process
- Structural Implementation
- Behavioural Aspects of Implementation
- Functional Plans and Policies
- Evaluation and Control of Strategy

#### Unit - IV

Business Intelligence and Analytics; Strategic - HRM, Finance and Marketing

- CRM
- Divestiture
- Diseconomy of Scale
- Competitive Forces
- Alternate Strategies
- Extrapolation

## **Unit - V**

### **Applying the Strategic Management Process**

**Case Studies:** The List of the case studies shall be provided in the class.

### **Suggested Readings:**

1. Jauch, L. R., Gupta R and William F. Glueck: Business Policy and Strategic Management, Frank Bros. & Co. (Publishers) Ltd., New Delhi.
2. Kazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi
3. Ghosh, P. K.: Strategic Planning and Management, Sultan Chand & Sons, New Delhi.
4. McCarthy, DJ, RJ Minichiello and JR Curran: Business Policy and Strategy: Concept and Readings, A. I. T. B. S. Publishers and Distributors, New Delhi.
5. Ramaswamy, VS and S. Namakumari: Strategic Planning: Formulation of Corporate Strategy, Macmillan India Ltd., New Delhi.
6. Ansoff, HI: Corporate Strategy, McGraw Hill Book Company, New York.
7. David, F. R. And Forest R. David: Strategic Management: A Competitive Advantage Approach Concepts and Cases, Pearson India Education Services Pvt. Ltd., Chennai

## Spring Semester

Course Code: MAN – 606 - Entrepreneurship

4-0-0-4

### Objective

The Objective of the course is to acquaint students with the principles of entrepreneurship and its role in industrial development of a country and to impart knowledge of the basic problems of management of small business units.

### Unit - I

#### Introduction:

Concept of entrepreneurship; Functions of an entrepreneur; Entrepreneurial competencies; Emergence of entrepreneurial class; Theories of entrepreneurship.

### Unit - II

#### Entrepreneurial Development:

Environmental factors affecting Entrepreneurial Development, Entrepreneurial Development Programmes and their evaluation; Government Policies and their effects; Role of Government and other Institutions.

### Unit - III

#### Management of Micro Small and Medium Enterprises:

Role of MSMEs in Indian Economy; Problems of MSMEs; Institutional support. Various issues related to Production, Marketing, Finance and Human Resource Management of MSMEs.

Industrial sickness – Causes, Prevention and Remedies.

### Unit – IV

#### Creativity and Innovation:

Creativity – Nature, Constituents, Types; Techniques of Creative Thinking – Focus Groups, Brainstorming, Attribute Analysis; Synectics; Innovation – Types and Phases.

Rural Entrepreneurship - Definition, Meaning, Need, Approaches, Opportunities and Challenges; Rural Entrepreneurship and Rural Development; Growth of Rural Entrepreneurship in India.

### Unit – V

#### Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

### Suggested Readings:

1. Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH
2. Zimmerver & Scarborough: Essentials of Entrepreneurship and Small Business Management, PHI

3. S. S. Khanka: Entrepreneurship and Small Business Management, S. Chand & Sons
4. Nandon: Fundamentals of Entrepreneurship of Management, PHI
5. Holt: Entrepreneurship- New Venture Creation, PHI
6. M. B. Shukla: Entrepreneurial and Small Business Management, Kitab Mahal
7. S. B. Srivastava: A Practical Guide to Industrial Entrepreneurs, S. Chand & Sons

## Spring Semester

### Course Code: MAN - 607 – Management of Services

4-0-0-4

#### **Objective**

To develop an insight into growing importance of services and provide a conceptual frame to identify and understand various managerial issues connected with services.

#### **Unit - I: The Role, Importance, and Nature of Services**

Services and Economic Development  
Definition, Characteristics, and Classification of Services  
Service Package  
Planning for Effective Service Encounter  
Hr Strategies

#### **Unit - II: Marketing Considerations**

New Service Designing and Development  
Service Vision and Design  
Consumer Behaviour and Redressal of Complaints; CRM  
CRM  
Service Failure and Recovery

#### **Unit - III: Operation Considerations**

Physical Evidence and Services Cape  
Managing Location, Capacity, and Demand  
Service Standards, Quality Gaps and Management, SERVQUAL

#### **Unit – IV: Major Service Institutions**

Financial  
Health Care  
Hospitality and Tourism  
Banking and Insurance

#### **Unit – V:**

Case Studies:  
The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

**Suggested Readings:**

1. Fitz Simmons, JA and MJ Fitzsimmons: Service Management – Operations Strategy and Information Technology, TMH, New Delhi
2. Van Looy, B, Gemmel P and R. Van Dierdonck: Services Management – An Integrated Approach, Pearson Education, New Delhi
3. Jauhari Vinnie and Dutta Kirti: Services – Marketing, Operations, and Management, Oxford, New Delhi
4. Zeithaml, VA, Gremler DD, Bitner MJ and Ajay Pandit: Services Marketing – Integrating Customer Focus Across the Firm, TMH, New Delhi
5. Verma, Harsh; Services Marketing – Text and Cases, Pearson Education, New Delhi

**Spring Semester**

**Course Code: MAN - 608 – Viva-Voce**

**0-2-0-2**

**Objective:**

The objective is to develop the skills to present orally the conceptual knowledge acquired during the programme.

**Note:** Tutorial classes will focus on development on individual communication ability through personal attention and counselling under the supervision of faculty members.



## Spring Semester

### Course Code: MAN – 659 - Rural Marketing

4-0-0-4

#### **Objective**

The paper is designed to serve the objective of exposing the students to the rural market environment and the emerging challenges of globalization.

#### **Unit - I**

Nature, Concept and Scope of Rural Marketing, An Overview of Rural Marketing in India, Socio-Cultural, Economic and Other Environmental Factors Affecting Rural Marketing.

#### **Unit - II**

Behavioural Pattern of Rural Consumers, Marketing of Consumer Durables and Non Durable in Rural Markets, Brand Awareness and Purchase Decision, Decision Making Process of Rural Consumer; Rural Marketing Behaviour.

#### **Unit - III**

Distribution Channels, Organizing Personal Selling in Rural Markets. Marketing of Agricultural Inputs in context of Fertilizers, Seeds, Agricultural Implements;

#### **Unit - IV**

Rural Marketing Research and Information System, Retailing in Rural Areas, Institutional Linkages, Monitoring and Evaluation of Rural Marketing.

#### **Unit - V**

**Case Study:** The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

#### **Suggested Readings:**

1. Raja Gopal: Organizing Rural Business Policy, Planning & Management
2. Raja Gopal: Indian Rural Marketing
3. T P Gopalswamy: Rural Marketing- Environment, Problems and Strategies
4. Ramachandra & Shastri: Behaviour in Space- Rural Marketing in Underdeveloped Economy

## Spring Semester

Course Code: MAN - 660 – Branding, Advertising and Media Planning

4-0-0-4

**Objective:** The Course objective is to familiarize the students with the world of branding, media, and, advertising which has gradually emerged as an industry with reference to India. Effort has also been made to provide them practical exposure to the field through illustrations, case studies and exercises in various aspects of craft of branding advertising and media planning.

### Unit - I

Branding – Concept, Need and Importance; Role of Branding in Successful Positioning and differentiation; Brand Equity and its Enhancement.

### Unit - II

Promotion Mix and Advertising; Advertising Types; Advertising Objectives; The DAGMAR Approach; Social Impact and Ethical Issues in Advertising.

### Unit - III

Advertising Media Alternatives; Media Choice; Media Scheduling; Budgeting for Advertising.

### Unit - IV

Message Designing; Component of Ad. Copy; Building Successful Ad. Copies; Pre-testing and Post-testing of Advertising efforts.

### Unit - V

#### Case Studies:

The List of the Case studies shall be provided in the class.

### Suggested Readings

1. Wright, Winters and Zeiglas: Advertising Management
2. Dunn and Barban: Advertising-its Role in Modern Marketing
3. Kenneth F Runyend Advertising
4. Chunawala, S. A.: Foundation of Advertising – Theory and Practice, HPH
5. Aaker, David A., Batra, Rajiv, Myers, John G.: Advertising Management, New Age International Publishers
6. Mathur, U. C.: Advertising Management, New Age International Publishers
7. Gupta, S. L. and Ratna, V. V.: Advertising and Sales Promotion Management, Sultan Chand and Sons.
8. Kotler, Philip: Marketing Management: PHI, New Delhi

## Spring Semester

Course Code: MAN - 661 - Industrial Relations and Labour Laws

4-0-0-4

### Objective

The objective of the course is to familiarize the students with various dimensions of industrial relations, in general and in India, in particular. It also provides knowledge of certain labour legislations so that students may understand and interpret them. The course aims at developing skills in the future managers for maintaining harmonious management and employees relations.

### Unit - I

#### Overview of Industrial Relations and Trade Union:

Industrial Relation: Concept, Theoretical Perspectives - Systems Model, Unitary Theory; Trade Union: Meaning Functions, Structure of Trade Unions.

### Unit - II

#### Labour Issues:

Industrial Discipline; Grievances Handling; Industrial Disputes: Nature and Causes; Collective Bargaining; Workers Participation in Management.

### Unit – III

#### Regulatory and Welfare Legislation:

Factories Act, 1948; Trade Union Act, 1926; Industrial Disputes Act, 1947

### Unit – IV

#### Social Security Legislation:

Maternity Benefit Act, 1961; Employees' Compensation Act, 1923; Employee State Insurance Act, 1948.

### Unit -V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

### Suggested Readings:

1. Piyali Ghosh and Shefali Nandan: Industrial Relations and Labour Laws, McGraw Hill India
2. Arun Monappa: Industrial Relations, McGraw Hill India
3. CS Venkataratnam: Industrial Relations, Oxford University Press, New Delhi
4. PRN Sinha, Indubala Sinha, Seema and P. Shekhar: Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India
5. Kochan, TA and Katz, H: Collective Bargaining and Industrial Relations, Homewood, Illinois
6. Ramaswamy, EA: The Rayon Spinners-The Strategic Management of Industrial Relations, Oxford University Press, New Delhi

## Spring Semester

### Course Code – MAN - 662: Organisation Development and Change

4-0-0-4

#### Objective

This course is geared towards helping the students develop an insight into the concept, challenges and tools and techniques of implementing changes in an organisation. The purpose of the course is to enable students to understand theoretical and practical underpinnings of organization development, and develop necessary conceptual and practical skills to help them become potential change agents and Organisation Development practitioners.

#### Unit I

Concept of Change: Concept and Nature and of Organizational Change; Forces for Change in External Environment and Internal Environment; Types of Changes- Planned Change, Unplanned Change, Incremental Change.

#### Unit II

Change strategies: Barriers to Change; Managing Resistance to Change; Strategies for Implementing Change; Lewin's Model of Change; Role of Change Agent.

#### Unit III

Organisation Development (OD): Concept and nature of OD; Assumptions underlying Organisational Development; Organisation Development Process- Diagnosis, Action, OD program management; Action Research.

#### Unit IV

OD Interventions: Team Interventions; Intergroup Interventions; Structural Interventions: Job redesign, Quality Circles, Socio-technical Systems; Personal and Interpersonal Interventions: Life and Career Planning, Coaching and Mentoring.

#### Unit V

Case Studies: List of case studies shall be provided in the class.

#### Suggested readings:

1. Singh, K. ( 2010). Organisation Change and Development. New Delhi: Excel Books
2. Cummings, T. G. and Worley, C. G. (2009). Organization Development and Change. Canada: South-Western Cengage Learning.
3. French, W.L., Bell, C.H. (2008). Organization Development, 6/E. New Delhi: Pearson.
4. Pathak, H, (2010). Organisational Change, Pearson: New Delhi.
5. Neelkant, V. and Ramnarayan,S. (2007).Change Management, New Delhi: Response Books.
6. Sharma, R. (2012) Change Management & Organisational Transformation. New Delhi: McGraw Hill Education.

## Spring Semester

### Course Code – MAN - 663: Financial Derivatives

4-0-0-4

#### **Objective:**

To give an in-depth knowledge of the functioning of the derivative securities market and its instruments.

#### **Unit - 1**

Introduction: Meaning and purpose of derivatives; Types of derivative contracts; Financial risks; Credit risk, Default risks, Foreign exchange, Interest Rate, Systematic and Unsystematic risks, Types of traders; Hedgers and speculators.

Trading of future contracts; Operation of Margins, Settlement and Regulations.

#### **Unit - 2**

Options: Types of Options: Call and put payoffs, Trading strategies involving single option and stock, spreads, Straddles and strangles; Valuation of Options; Binomial Options Pricing Model, Black-Scholes Model.

#### **Unit – 3**

Futures: Futures Contracts; Futures Market Clearing House Margins, Trading Futures Positions; Futures Prices and Spot Prices; Forward Prices vs Futures Prices; Hedging strategies to cover price risks; Futures vs Options

#### **Unit – 4**

##### **SWAPS:**

Mechanics of Interest Rate Swaps, Valuation of Interest Rate Swaps, Currency Swaps and its Valuation, Credit Risk and Swaps.

#### **Unit – 5**

Managing Market Risk:

Hedging Schemes: Delta Hedging, Theta, Gamma, Relationship among Delta, Theta and Gamma; Vega and Rho.

Derivatives Market in India: Need, Functions, Present position and growth.

#### **Suggested Readings:**

1. Dhanesh Kumar Khatri, Derivatives and Risk Management by, Macmillan Publishers India Ltd.
2. Sundaram Janakiraman, Derivatives and Risk Management, Pearson Publishers Ltd.
3. S.L. Gupta, Financial Derivatives: theory, concepts and problems, PHI.
4. Das, Satyajit: Swap & Derivatives Financing, Probes.
5. Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi.
6. Report of Prof. L. C. Gupta, Committee on Derivatives Trading.
7. Report of Prof. J. C. Verma, Committee Report on Derivatives Trading.

## Spring Semester

### Course Code: MAN – 664 - International Financial Management

4-0-0-4

#### Objective

To give the students an overall view of the International Financial System – Instruments and Markets.

#### Unit – I

International Financial System: Introduction; Elements; Financial Market- Structure, Role, Participants; International Monetary System and International Economic Linkages, International Financial Institutions – IMF, World Bank.

#### Unit – II

International Financial Market Instruments: ADR, GDR, IDR, FCCB; FCEB; External Commercial Borrowing – Concept, Procedure, Documentation; Loan Syndication; Euro Bond; Foreign Bond; Euro Loan;

#### Unit- III

Balance of Payments and Foreign Exchange Market: BOP – Components; Disequilibrium of BOP – Concept and Significance; Correction of Disequilibrium – Devaluation, Deflation, Exchange Control, Trade Control; Foreign Exchange Market – Features, Participants; Management of Foreign Exchange in India

#### Unit – IV

Foreign Exchange Rate: Fixed and Floating; Exchange Rate Quotes; Spot and Forward Exchange rate; Factors affecting Exchange Rate; Determination of Exchange Rate – Balance of Payment Theory and Purchasing Power Parity Theory.

#### Unit – V

Foreign Exchange Exposure and Management: Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposure.

#### Suggested Reading:

1. Shapiro, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York
5. Yadav, Surendra S, P. K. Jain and Max Peyrard: Foreign Exchange Markets, Mac Millan, New Delhi
6. Sharan, V.: International Financial Management, PHI, New Delhi
7. Jeevanandam, C.: Foreign Exchange- Practices, Concepts & Control, Sultan Chand & Sons, New Delhi
8. Zeneoff D & Zwick J, International Financial Management, PHI

## Spring Semester

### Course Code: MAN - 665 - System Analysis and Design

4-0-0-4

#### Objective

The objective of this course is to learn and demonstrate an understanding of systems analysis and design principles, concepts, and evaluation. To gain an appreciation for the scope of systems analysis and design.

#### Unit - I

The Context of Systems Development Projects - The Context of Systems Analysis and Design Methods, Information System Building Blocks, Information Systems Development, Project Management

#### Unit - II

Systems Analysis Methods - Systems Analysis, Fact-Finding Techniques for Requirements Discovery, Modeling System Requirements with Use Cases, Data Modeling and Analysis, Process Modeling, Object-Oriented Analysis and Modeling Using the UML

#### Unit - III

Systems Design Methods I - Feasibility Analysis and the System Proposal, Systems Design, Application Architecture and Modeling, Database Design

#### Unit - IV

Systems Design Methods II - Output Design and Prototyping, Input Design and Prototyping, User Interface Design, Object-Oriented Design and Modeling Using the UML

#### Unit - V

Beyond Systems Analysis and Design - Systems Construction and Implementation, Systems Operations and Support.

#### Suggested Readings:

1. Whitten, Jeffrey L , Bentley, Lonnie D., Systems Analysis and Design Methods, McGraw Hill.
2. Valacich, Joseph S. and George, Joey, Modern Systems Analysis and Design, Pearson.
3. Dennis, Alan, Wixom, Barbara Haley, Roth, Roberta M., Systems Analysis and Design, Wiley.
4. Phillips, Charles L., Nagle, H. Troy, Digital Control System Analysis and Design, Prentice Hall.

## Spring Semester

### Course Code: MAN - 666 - Knowledge Management

4-0-0-4

#### Objective

This course focuses on the aspect and issues of Knowledge Management and Information Systems used for KM. The goal is to enable students to learn about this practice in the context of managing the design, development and operations of information technologies that can facilitate knowledge management.

#### Unit - I

Principles and Nature – Overview of Knowledge Management, the Nature of Knowledge, Knowledge Management Solutions, Organizational Impact of Knowledge Management, Factors Influencing Knowledge Management, Knowledge Management Assessment of an Organization.

#### Unit - II

Technologies – Technologies to Manage Knowledge, Analytical Intelligence, Digital Libraries, Repositories, Preserving and Applying Human Expertise, Knowledge Based Systems, Using Past History Explicitly as Knowledge: Case Based Systems, Knowledge Elicitation, Converting Explicit Knowledge to Explicit, Discovering New Knowledge: Data Mining, Text Knowledge and Text Mining.

#### Unit - III

Knowledge Modeling and Systems – Knowledge Discovery: Systems that Create Knowledge, Knowledge Capturing Systems, Concept Maps, Process Modeling, Really Simple Syndication (RSS), WIKIS, Delphi Method.

#### Unit - IV

Knowledge sharing – knowledge sharing systems: systems that organize and distribute knowledge, ontology development systems, categorization and classification tools, XML based tools, knowledge application systems, systems that utilize knowledge.

#### Unit - V

Knowledge Transfer – Transfer Methods, Role of Internet, Knowledge Transfer in e-world, Knowledge Management System Tools, Neural Networks, Data Management, Association Rules, Classification Trees, Decision Making Architecture, Management Protocols, Managing Knowledge Workers.

#### Suggested Readings:

1. Elias M. Awad, Hassan M. Ghaziri, Knowledge Management, Pearson Education
2. Dalkir K., Knowledge Management in Theory and Practice, The MIT Press
3. Becerra Fernandez Irma, Gonzalez Avelino, Sabherwal Rajiv, Knowledge Management and KM Software Package, Pearson
4. Groff Todd R., Jones Thomas P., Introduction to Knowledge Management, The MIT Press