

Executive Master of Business Administration

The Executive MBA program is an endeavour in learning to provide knowledgeable academic exposure encompassing highly engaging and intellectual experiences. The four semester curriculum is designed to facilitate a highly-driven middle or senior manager to embark on an upward trajectory through an orientation in managerial competencies and organizational leadership.

The programme provides a challenging and stimulating experience to learners to acquire and enhance knowledge, skills and capabilities essential for managing and leading organizations. It is designed to develop and enhance strategic thinking, critical analysis and understand business in a truly engaging and collaborative learning environment. The Executive MBA is an intensive program specially designed to broaden existing expertise with exploration of good management practices.

The comprehensive Executive MBA curriculum provides a framework through which learners are able to:

- Broaden and enrich their management skills
- Expand their knowledge of modern business techniques
- Enhance their understanding of the business environment.
- Make informed decisions

Eligibility:

Bachelor's Degree: The applicant should have a bachelor's degree or an equivalent qualification in any discipline with minimum 50% marks.

Work Experience: Minimum 2 years of managerial/ entrepreneurial/ professional / government service experience after graduation prior to admission to the course. Letter of consent from the current employer (if applicable) is required for the candidate to pursue the programme which can be submitted either during the application process or after admission has been secured.

The programme is open to all nationalities.

No of Seats:- 30

Selection Process:

- Short-listing of candidates on the basis of past academic record and work experience.
- Interview of short listed candidates.
- Reservation as per university rules.

Selection criteria:

100 Marks Evaluation

Past Academic Record	50 Points
Work Experience	25 Points
Interview	25 Points

Past Academic Record:-

- Secondary (10 Points)
- Senior Secondary (10 Points)
- Graduation (20 Points)
- GMAT/ CAT Score (10 Points)

	< 60%	60-80%	>80%
Secondary	05	08	10
Senior Secondary	05	08	10
Graduation	10	16	20

Percentile	50-65	66-80	>80
GMAT/CAT	05	08	10

Work Experience

- 2 years – 10 Points
- 2-5 Years -15 Points
- More than 5 years- 25 Points

Selection and Registration for the programme:

Selected candidates will be sent admission offers which can only be deemed accepted by the candidate if the Department receives an acceptance letter along with a payment of non-refundable commitment fee of Rs 30,000/- (Rs Thirty thousand only) within the stipulated time period mentioned in the offer.

Tuition Fee :

Resident of India : INR 30,000 (per semester)

Non Resident Indians/Other Nationalities: USD 1000 (per semester)

EXECUTIVE MBA PROGRAMME DESIGN**Four Semester Programme****15 weeks per semester with 45 lectures of one hour each per subject****Semester I**

Code	Subject	Lecture (1 hr) per week	Maximum Marks
E101	Principles and Practices of Management	3 hours	100
E102	Managerial Economics	3hours	100
E103	Organizational Behavior	3hours	100
E104	Accounting for Managers	3 hours	100
E105	Quantitative Techniques and Statistical Methods for Business Decisions	3 hours	100
E106	Information Technology for Managers	3 hours	100
E107	Viva voce	-	100

Semester II

Code	Subject	Lecture (1 hr) per week	Maximum Marks
E201	Research Methodology	3hours	100
E202	Marketing Management	3hours	100
E203	Financial Management	3hours	100
E204	Human Resource Management	3 hours	100
E205	Production and Operation Management	3 hours	100
E206	Legal Aspects of Business	3 hours	100
E207	Industry Project	-	100

Semester III

Code	Subject	Lecture (1 hr) per week	Maximum Marks
E301	Business Environment	3hours	100
E302	Business Communication	3hours	100
E303	Organizational Effectiveness and Change	3hours	100
E304	Project Management	3 hours	100
E305	Elective 1	3 hours	100
E306	Elective 2	3 hours	100
E307	Seminar	-	100

Semester IV

Code	Subject	Lecture (1 hr) per week	Maximum Marks
E401	Business Policy and Strategic Management	3hours	100
E402	Entrepreneurship and Small Business Management	3hours	100
E403	International Business Management	3hours	100
E404	Business Ethics and Corporate Governance	3 hours	100
E405	Elective 3	3 hours	100
E406	Elective 4	3 hours	100
E407	Business Model Project (Idea to Implementation)	-	100

ELECTIVE COURSE:

Finance Specialization:

EF01	Merger, Acquisition and Corporate Restructuring
EF02	Financial Market and Services
EF03	Banking and Indian Financial System
EF04	Security Analysis and Portfolio Management

Marketing Specialization:

EM01	Brand Management
EM02	Consumer Behavior
EM03	Retail Management
EM04	International Marketing Management

HR Specialization:

EHR01	Organisational Development
EHR02	Strategic Human Resource Management
EHR03	Industrial Relations and Labour Enactment
EHR04	Human Resource Development for Technological Change

Note: Minimum three case studies to be compulsorily discussed in every subject.

SCHEME OF EXAMINATION

1. A candidate admitted to Executive Master of Business Administration programme may be admitted to the examinations after completing the regular course of studies prescribed for the examination which shall be of two years duration comprising of four semesters.
2. There shall be separate course of studies for each semester and there shall be separate examination for each semester. The course of studies and examination in relation there to shall comprise of theory papers, projects, seminar, viva-voce, case-study and class-assignments with maximum marks as indicated in the course design.
3. All theory papers shall comprise of end semester examination with maximum marks of 70 to be evaluated as per University rules and internal evaluation with maximum marks of 30 as indicated below:
 - (3.1) Case Study: To be evaluated by teacher concerned with maximum marks of 15.
 - (3.2) Class Assignment: To be evaluated by teacher concerned with maximum marks of 15 based on Class Assignment/Presentation/Test.
4. Seminar, Projects, Viva Voce will be examined internally or externally as indicated below:
 - (4.1) Seminar: Evaluation of seminar will be based on presentation by student on contemporary business topics to be allotted by Head of Department. Evaluation will be done internally by two faculty members appointed by Head of Department.
 - (4.2) Projects :
 - (4.2.1) Industry Project:
 - a) Evaluation of Industry Project Report with maximum marks of 50 to be evaluated by external examiner as per university rules.
 - b) Viva-Voce examination for Industry Project with maximum marks of 50 to be conducted by one external and one internal examiner as per university rules.
 - (4.2.2) Business Model Project (Idea to Implementation) :

Evaluation will be based on written submission of project followed by presentation to be evaluated by one external and one internal examiner appointed by Head of Department. The candidate has to defend his/her project work compulsorily before the panel of examiners. Project submission and presentation shall be evaluated with maximum marks of 50 each totalling to 100 marks.
 - (4.3) Viva-Voce examination with maximum marks of 100 to be conducted by one external and one internal examiner as per university rules to assess the students of their knowledge assimilation and application in real life situations. This will encompass all the subjects studied during the relevant semester.
5. The minimum pass marks in respect of each examination shall be 40% in each paper and 50% of the aggregate marks in respect of all the papers comprising each

examination. However, minimum pass marks of 40% in every component of each paper are required separately for internal and end semester examination.

6. However, a candidate may be promoted to the next semester if he/she fails or has not appeared in only one paper out of the seven papers in the examination of the semester. Such candidates may be permitted to makeup the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. There shall be no makeup or special examination for making up such deficiency. Also a candidate appearing at an examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies, in such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the Department shall have no responsibility to organize and impart teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing deficiency and passed shall be awarded the actual marks obtained but in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination.
7. A candidate who fails at an examination and reappears as an ex-student will not be required to submit or appear for seminar, viva-voce, project, case study, class assignment examination and marks obtained at the previous examination will be transferred; unless he/she has failed in that particular examination.
8. Each candidate is required to offer one elective course comprising of four papers of respective specialisation. Elective course once opted shall not be changed. The elective courses will be announced at the commencement of relevant semester by the Head of Department and this decision shall be final.
9. After the fourth semester examination the result will be declared and Executive MBA Degree will be awarded when a candidate passes all the examinations in respect of all the four semesters including those paper(s) for which deficiency, if any, is to be made up.
10. The division shall be awarded a candidate on the basis of marks of all the examinations in respect of all the semesters as mentioned above on the following basis:

Division	Percent of Marks
First with Honours	70 and above
First	60 and above but less than 70
Second	50 and above but less than 60
11. The language of instructions and examination in each course shall be English.
12. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
13. In order to be eligible to take examination each candidate shall have to fulfil minimum attendance requirement rules and regulations prescribed by the University from time to time.

E 101: PRINCIPLES AND PRACTICES OF MANAGEMENT

Basic concepts of management: Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency;

Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo; The Management Process–Basic Managerial Skills and Roles, Changing Nature of Managerial Work; Management: Science or Art; Management as a Profession. Global dimensions of Management

Planning– Nature and Purpose of Planning, Planning Process, Types of Plans, Advantages and Limitations of Planning, Making Planning Effective– Management by Objectives.

Organising -Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self- Organizing Systems

Staffing - Concept, Nature, Importance, Steps. Concept of knowledge worker

Directing – Concept, Nature, Importance

Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques

Leadership: Concept, Definition, and Importance. Theories of Leadership: Trait Theories, Behavioral Theories, Contingency Theories, Leadership Styles and Skills, Leadership Grid

Decision making: Concept, Nature, Importance, and Process. Types of decisions, Problems in decision making, Rational Perspectives and Behavioural Aspects of decision making

SUGGESTED READINGS:

1. Stephen P. Robbins, Sanghamitra Bhattacharyya, David A. DeCenzo and Madhushree Nanda Agarwal, *Essentials of Management*, ISBN 9788131733547, Pearson Education, 2011.
2. Ricky W.Griffin, *Management*, Cengage Learning, 2011
3. Harold Koontz, O'Donnell and Heinz Wehrich, *Essentials of Management*.Tata McGraw Hill, 2006
4. Stoner, *Management*, PHI Learning, 2008
5. Richard L. Daft, *Principles Of Management*, Cengage Learning, 2009
6. Heinz Wehrich and Harold Koontz, *Management: A Global Perspective, 11/e*, Tata Mc Graw Hill, 2005
7. Robbins and Coulter: *Management*, 12/e, ISBN :9780133043600, Pearson, 2013
8. Jackson and Morgan, *Organisation Theory*, Prentice Hall, 1978
9. Marie-Joëlle Browaeay, *Understanding Cross-cultural Management*, ISBN : 9788131727973 , FT Press, 2008
10. Ricky W.Griffin, *Management*, Cengage Learning, 2011

E 102: MANAGERIAL ECONOMICS

General Foundations of Managerial Economics; Economic Approach; Opportunity Cost ; Time Value of Money; Marginal Analysis; Incremental Concept and Contribution Analysis

Demand Analysis and Estimation - Individual, Market and Firm demand -Determinants of demand - Elasticity measures and Business Decision Making- Demand Forecasting.

Law of Variable Proportions - Theory of the Firm – Production Functions in the Short and Long Run – Cost Functions – Determinants of Costs –Short Run and Long Run Costs –Type of Costs -Analysis of Risk and Uncertainty.

Product Markets -Determination Under Different Markets – Market Structure – Perfect Competition – Monopoly – Monopolistic Competition –Duopoly - Oligopoly – Price Discrimination - Degrees of Price Discrimination. Pricing Strategies and Methods

Introduction to National Income – Economic Indicators - Technology and Employment – Business Cycles - Multiplier - Overview of the dynamics of inflation- Fiscal and Monetary Policies.

Macro Economic Environment - Economic Transition in India – Business and Government - Public-Private Participation (PPP) - Industrial Finance -Foreign Direct Investment (FDIs)

SUGGESTED READINGS:

1. A Koutsoyiannis, *Modern Microeconomics*, 2/e, MacMillan, 2008
2. V L Mote, S Paul and G S Gupta, *Managerial Economics: Concepts & Cases*, 2/e, Tata McGraw-Hill, 2008
3. Paul G Keat and Philip K Y Young, *Managerial Economics*, 6/e, ISBN: 9780136040040 Prentice Hall, 2008
4. Ian Dobbs, *Managerial Economics: Firms, Markets and Business Decisions*, Oxford University Press, 2000
5. R. Dornbusch, S. Fischer and R. Startz, *Macroeconomics*, 11/e, ISBN: 9780071289252, Mc-Graw-Hill Inc, 2011
6. Yogesh Maheswari, *Managerial Economics*, PHI Learning, New Delhi, 2005
7. McGuigan, Moyer & Harris, *Managerial Economics*, 13/e, ISBN: 9781285420929 , Cengage Learning, 2013
8. Geetika, Ghosh & Choudhury, *Managerial Economics*, Cengage Learning, New Delhi, 2005
9. Gupta G.S, *Managerial Economics*, Tata McGraw Hill, New Delhi, 2011
10. Dwivedi D N, *Macroeconomics: Theory and Policy*, Tata McGraw-Hill Education, 2005

E 103: ORGANIZATIONAL BEHAVIOUR

Organizational Behaviour: Evolution, Scope, Importance, Fundamental Concepts of OB.

Personality & Attitudes: Meaning of personality - Development of personality – Attributes of personality- Transactional Analysis – Johari window - Nature and dimensions of attitude

Motivation: Definition, Importance, Theories of Motivation: Need Theory, Herzberg's Theory, X and Y Theory, Expectancy Theory, ERG Theory, Equity Theory, McClelland's Theory.

Leadership: Distinguishing Leadership from Management, Cross Cultural Issues in Leadership, Mentoring, and Contemporary Issues in Leadership.

Morale - Definition and relationship with productivity - Morale Indicators, Techniques to boost Morale.

Group Dynamics and Team building: Concept of Group & Team, Theories of Group Formation, Formal and Informal Groups, Importance of Team building.

Conflict Management: Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational, Constructive and Destructive conflict, Conflict Management.

Job Stress – Stress management techniques, Quality of Work Life, Emotional intelligence, Work life balance

Change management: Forces of change, Resistance to change, Learning – unlearning, Concept of learning organizations.

SUGGESTED READINGS:

1. Stephen Robbins, *Organizational Behaviour*, Pearson Education India, 2010
2. Davis and Newstrom, *Human Behaviour at work*, McGrawHill, 2002
3. Uma Sekaran , *Organizational Behaviour* , McGrawHill, 2004
4. Fred Luthans, *Organizational Behaviour*, McGrawHill, 9/e, 2006
5. K.Aswathappa, *Organizational Behaviour* , Himalaya Publishing House, 2012
6. Keith Davis, *Human Behaviour at Work* , McGrawHill, 2002
7. J S Chandan, *Organizational Behaviour* ,Vikas Publishing House, 2005
8. R.S.Dwivedi, *Human Relations & Organizational Behaviour* , MacMillan Publishers, 2007
9. McShane, *Organizational Behaviour* , McGrawHill, 2007

E 104: ACCOUNTING FOR MANAGERS

Book-Keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts – Trading, Profit and Loss Account and Balance Sheet With Adjustment Entries, Simple Problems Only - Capital and Revenue Expenditure and Receipts.

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple Problems Only.

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes In Working Capital and Funds Flow Statements – Uses And Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction Between Funds Flow and Cash Flow – Only Simple Problems

Marginal Costing - Marginal Cost and Marginal Costing - Importance - Break-Even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a Foreign Order, Deciding Sales Mix.

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – Simple Problems Related to Material And Labour Variances Only.

SUGGESTED READINGS:

1. Jelsy Josheph Kuppapally, *Accounting for Managers*, ISBN :9788120333185, PHI, Delhi, 2009
2. Paresh Shah, *Basic Financial Accounting for Managers*, Oxford University Press, 2007.
3. Ambrish Gupta, *Financial Accounting for Management*, Pearson, Delhi, 2004.
4. Narayanaswamy R, *Financial Accounting*, PHI, Delhi, 2011.
5. Anne Abraham, Bill Wilkinson, John Glynn and Michael Murphy, *Accounting For Managers*, 4/e, Cengage Learning, 2008

E 105 : QUANTITATIVE TECHNIQUES AND STATISTICAL METHODS FOR BUSINESS DECISIONS

Algebra of vectors and matrix, and determinants: Addition, subtraction, multiplication and inversion of matrix, solution of systematic linear equation with help of matrix algebra.

Measure of Central Tendency: Mean, Mode, Median, Standard Deviation, Coefficient of Variation, Probability: addition and multiplication, Theoretical Frequency Distribution: Binomial, Poisson, Normal Distribution

Introduction to Operations Research: Definition, scope, characteristics, advantages and limitations, Quantitative approach to decision making, tools and modeling in Operations Research

Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Simplex, Graphical Method, Duality in linear programming; Transportation Problem - Assignment Problem

Network Analysis, PERT /CPM -Crashing of a Project Network

Game Theory -Two Person Zero -sum Games – Law of dominance, Graphical Method of (2 x n) and (m x 2) Games – LP Approach to Game Theory (Conversion only) .

Queuing Theory (single queue , single serve model only)

SUGGESTED READINGS :

Vohra, *Quantitative Techniques in Management*, Tata McGrawHill, NewDelhi, 2010

Panneerselvam, R, *Operations Research*, Prentice-Hall of India, New Delhi, 2002

G.Srinivasan, *Operations Research*, PHI Learning, NewDelhi, 2010

Tulsian & Pandey, *Quantitative Techniques*, Pearson, NewDelhi, 2002

Sharma S. D, *Operations Research: Theory, Methods and Applications* , Kedar Nath, Ram Nath & Co.,2002

Frederick S. Hillier, Gerald J. Lieberman, *Introduction To Operations Research - 9/e* , Tata McGraw-Hill, 2011

Kanishka Bedi ,*Production & Operations Management*, Oxford Univ Press, NewDelhi, 2007

E 106: INFORMATION TECHNOLOGY FOR MANAGERS

Information and System Concepts: Value of Information for Business Organization, Characteristics of Information, Level of Management Activities and Information Needs of Managers, Significance of IT for Business Organizations, Concept and Characteristics of MIS, System Approach to MIS, Organization of MIS, Types of Information Systems, Application of MIS in Functional Areas of Management.

Introduction to Computer Networks: General features, OSI/TCP Model, concept of LAN, WAN and MAN; EDI application in business

Mobile and Wireless computing fundamentals: Mobile computing, wireless technology, mobile information access device, mobile computing application.

Internet: Network, Client and Servers, Host & Terminals, TCP/IP, World Wide Web, Hypertext, Uniform Resource Locator, Web Browsers, websites, web portals, Internet Services and Intranet, Virus detection and its prevention

E-Business: Fundamentals, E-Business framework, application, Technology Infrastructure, B2B and B2C models, Search Engine Optimization, Role of Social media websites

Payment Systems: Type of E-payment, risk on e-payment, designing e-payment

Security Environment: Security Threats, Technology Solutions, Client–server security, data and message security, document security, firewalls

SUGGESTED READINGS:

1. James A., O'Brien, *Management Information System*, ISBN # 007290611, Tata Mc Graw Hill, 2007
2. Sadagopan S, *Management Information Systems*, 2/e, ISBN# 9788120348092, PHI, 2012
3. A. S. Tanenbaum, *Computer Networks*, 4/e, Prentice Hall, 2002
4. Alexis Leon and M Leon, *Fundamentals of Information Technology*, 2/e, Vikas Publishing House, 2009
5. Turban, Rainer and Potter, *Introduction to Information Technology*, John Wiley and sons, 2003
6. Ravi Kalakota & Whinston B., *Frontiers of E-Commerce*, Pearson Education, Reprint 2009
7. R. Kalakota & M. Robinson, *E-Business: Roadmap for Success*, Pearson Education, Reprint 2009
8. Hanson, *E-Commerce & Web Marketing*, Cengage Learning, 2009
9. Parag Kulkarni & P.K.. Chande, *IT Strategies for Business*, 1/e, Oxford University Press, 2008
10. Joseph, *E-commerce : Indian Perspective*, 3/e, PHI, 2009

E 201: RESEARCH METHODOLOGY

Introduction to business Research : Meaning, Objective, Importance; Types of Research, Building blocks of science in research - induction - deductive method -case study

Formulation of research Problem: Problem Identification, Research Question, Formulation of Hypothesis, Types and methods of Data Collection, Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis, Hypothesis Testing - Logic & Importance

Concept of measurement - Validity and Reliability- Levels of measurement - Nominal, Ordinal, Interval, Ratio; Questionnaire Construction ; Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales– Ranking Scales – Paired Comparison & Forced Ranking

Sampling: Sample, Sampling Error, Characteristics of a good sample, Size of sample; Probability Sample – Simple Random Sample, Systematic Sample, Stratified, Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods.

Choosing appropriate statistical techniques - parametric and non-parametric tests - T-Test, ANOVA, Chi-square test, Correlation, Regression, Factor Analysis, Cluster Analysis, Conjoint Analysis, Introduction to SPSS

Research Reports: Structure and Components of Research Report – Types of Report, Characteristics of Good Research Report

SUGGESTED READINGS:

1. Panneerselvam, R., *Research Methodology*, Prentice hall of India, New Delhi, 2004.
2. Kothari CR and Garg Gaurav, *Research Methodology-Methods And Techniques*, 3/e, New Age International, 2014
3. Dawson Catherine, *Introduction To Research Methods*, 4/e, Spring Hill House, Begbroke UK, 2009
4. Kumar Ranjit, *Research Methodology: A Step-By-Step Guide For Beginners*, 3/e, Sage, 2011
5. Donald Cooper & Pamela Schindler, *Business Research Methods*, 12/e, ISBN: 9780073521503, Mc-Graw Hill International, 2013,
6. Alan Bryman & Emma Bell, *Business Research Methods*, 3/e, ISBN: 9780199583409 Oxford University Press, 2011

E 202 : MARKETING MANAGEMENT

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Trends in Marketing

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

SUGGESTED READINGS:

1. Kotler, Philip, *Marketing Management*, Prentice Hall, New Delhi. Millennium Edition, 2001
2. Stanton, Etzel, Walker, *Fundamentals of Marketing, 14/e*, ISBN: 97800730116344 Tata-McGraw Hill, New Delhi, 2007
3. Saxena, Rajan, *Marketing Management*, Tata-McGraw Hill, 3/e New Delhi, 2008.
4. McCarthy, E.J., *Basic Marketing: A Managerial Approach*, Irwin, New York, 1999
5. Kotler, Keller, Koshy & Jha, *Marketing Management: South Asian Perspective, 14/e*, Pearson, 2012
6. Ramaswamy, Namakumari, *Marketing Management*, ISBN :9780333937198 Macmillan, New Delhi, 1994

E 203 : FINANCIAL MANAGEMENT

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon’s Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter’s Model – Gordon’s Model – Irrelevance Theory – M.M. Hypotheses - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

SUGGESTED READINGS:

Khan M Y, Jain P K, *Basic Financial Management*, Tata Mcgraw Hill , 2005.

Chandra, Prasanna, *Financial Management: Theory And Practice*, 8/e, Tata McGraw Hill, 2011

Bhabatosh Banerjee, *Fundamentals of Financial Management*, PHI, 2010.

Chandra Bose D, *Fundamentals of Financial Management*, PHI, 2010.

Rajni Sofat, Preeti Hiro, *Strategic Financial Management*, PHI, 2011

Pandey I M, *Financial Management*, Vikas Publishing House, 2009

E 204: HUMAN RESOURCE MANAGEMENT

Understanding HRM, Major HRM activities, HRM in a dynamic environment, Strategic role of HRM

Human Resource Planning-: Objectives- Importance- HRP Process-Job analysis-Job Description-Job Specification, Human Resource Information System.

Recruitment: Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees.

Training and Development- Objectives and Process, Need Assessment , Methods of Training –Tools and Aids- Evaluation of Training Programs. Career Planning- Succession Planning.

Performance Management System- Definition, Concepts and Ethics-Different methods of Performance Appraisal- Rating Errors-Competency management. Compensation Management: Concepts and Components-Job Evaluation- Incentives and Benefits.

Industrial Relations and Trade Unions: Employee Discipline; Grievance Procedure; Collective Bargaining; Settlement of Disputes.

Employee Relations : Safety and Health, Employee Benefits and Empowerment

Exit Policy: Superannuation, Separation, Voluntary Retirement Schemes-Resignation Discharge Dismissal-Suspension-Layoff.

Productivity Management-Concepts-TQM- Kaizen-Quality Circles

SUGGESTED READINGS:

1. Mondy, Wayne and Robert M. Noe. *Human Resource Management*, Pearson Education,2006
2. George W. Bohlander and Scott Snell, *Human Resource Management*, International Student Edition, Thompson, 2004.
3. George W. Bohlander and Scott Snell, *Principles of Human Resource Management*, South-Western Cengage Learning, 2013
4. Gary Dessler, *Human Resources Management*- ISBN : 9788131754269, Pearson Education,2011.
5. Mamoria CB, Mamoria S, and Gankar - *Dynamics of Industrial Relations, 15/e*, ISBN: 9789350514306 , Himalaya Publications, 2012
6. K.Ashwathappa, *International Human Resource Management* , Tata McGraw-Hill Education, 2013
7. Michael Armstrong, *A Handbook of Human Resource Management Practice*, 10^e, Kogan Page,2006
8. Subba Rao, *Essential of HRM and Industrial Relation*, Himalaya Publishing House,2008
9. Jeffery Mello, *Human Resource Management*, Cengage Learning, 2008

E 205: PRODUCTION AND OPERATION MANAGEMENT

Production management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems arising in the management of operations.

Production Function – nature and scope, interface with other functional areas like Marketing, Finance, Personnel, Materials. Types of Production Systems, Production Planning and Control, In Mass Production, In Batch production, Job order manufacturing, Production Selection, Product Design, and Development, Process Selection, facilitate Location, facility Layout, Capacity Design, Determination of Material required, and Procedure for Purchasing, Stocking and Distribution of Materials.

Inventory Management and Control – Introduction, Types of inventory management, Basic Deterministic Models- Purchase Models, Manufacturing Models with and without shortages. Scheduling – objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling. Network Analysis – Activity Analysis, Network Diagramming, PERT, CPM, Estimation of Schedule statistics, Earliest and latest start and finishing times, floats, Cost crashing, Estimation of probability of completion of project in a given time, applications in industry. Break Even Point Analysis – concept of Breakeven point, utility of BEP analysis in short and long term decision.

Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management, project management-PERT & CPM.

SUGGESTED READINGS:

1. Kanishka Bedi, *Production and Operations Management*, 3/e, ISBN: 9780198072096 Oxford University Press, 2013
2. William J. Stevenson. *Operations Management*, 11/e, ISBN: 9780073525259, McGraw-Hill, 2012
3. L.C. Jhamb, *Production Planning and Control*, Everest Publishing House, Paperback Edition, 2003, ISBN 9788186314722
4. J. R. Tony Arnold, Stephen N. Chapman , *Introduction To Materials Management*, 6/e, ISBN 9788131726273, Pearson Education, 2009
5. Adam, E E & Ebert, R J. *Production and Operations Management*, 5/e, ISBN: 9788129700001, Pearson Education, 2003
6. Chary, S N. *Production and Operations Management*, 5/e, ISBN: 9781259005107, Tata McGraw-Hill, New Delhi, 2013
7. Rusell & Taylor. *Operation Management*, 4/e, Pearson Education, 2003
8. Morton. *Production and Operations Management*. Vikas Publishing House, First Indian Reprint, 2003.
9. Oakland John S, *Quality Management*, ISBN: 9788131211946, Elsevier, Paperback Edition, 2008

E 206 : LEGAL ASPECTS OF BUSINESS

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract
Contingent, Contract - Quasi Contract - Performance - Discharge - Remedies to breach of
Contract.

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -
Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management -
Accounts - Audit - Oppression and Mismanagement - Winding up.

Negotiable Instruments- Nature and requisites of negotiable instruments - Notes, Bills,
Cheques - Crossing - Endorsement -Transfer of negotiable instruments and liability of
parties, enforcement of secondary liability, holder in due course, special rules for Cheque and
drafts, discharge of negotiable instruments.

Partnership Act -1932

Sale of Goods Act – 1930.

Consumer Protection Act- 1986, Consumer rights, Procedures for Consumer grievance
redressal, Types of consumer Redressal Machinaries and Forums

Introduction to Cyber Laws, IPR – Copy rights, Trade marks, Patent.

SUGGESTED READINGS:

1. Pathak, *Legal Aspects Of Business*, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.
2. M.M. Sulphrey & Az-har Basheer, *Laws For Business*, PHI , Delhi, 2011
3. Maheswari & Maheswari, *Business Law*, ISBN: 9789350512791, Himalaya Publishing House,2011
4. Maheswari & Maheswari, *A Manual of Business Laws*, 5/e, ISBN: 9789350974360 , Himalaya Publishing House,2013
5. Satish B Mathur, *Business Laws*, Tata McGraw- Hill Publishing Company Limited , 2010.
6. P C Tulsian *Business Laws*, Tata McGraw- Hill , 2008(Reprint)

E 301: BUSINESS ENVIRONMENT

Business environment - concept and significance - constituents of business environment - Environmental awareness and scanning for business planning

Economic Environment: Significance and different elements of economic environment; Industrial Policy; Monetary policy; Economic reforms; Structural Adjustment Programme

Business and society, Consumer rights & protection; Ecological issues- Environmental pollution and control. Business and culture- Cross cultural Issues

Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy, Right to Information Act

Globalisation of economy – trends and issues, Foreign Collaboration and cross border M&As; Multinational corporations-Opportunities & threats, Foreign Direct Investment in India, Introduction to GATT and WTO.

Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts & deficit financing.

Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax

Technological Environment: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trade mark and copy rights. Technology Transfer & related issues

SUGGESTED READINGS:

1. Fernando A.C. *Business Environment* Pearson Education, 2011.
2. Shaikh, *Business Environment* , Pearson Education, 2006.
3. Prakash Vishwajeet , *Business Environment* , Gyan Publication House, 2010
4. Keith Davis, *Business And Society : Corporate Strategy, Public Policy, Ethics*, 7/e, Tata McGraw Hill , 1992
5. Adhikari. M., *Economic environment of Management*, S Chand and Company 2012
6. Francis Cherunnilam ,*Business Environment* ,Himalaya Publishing House, 2008.
7. Ashwathappa K., *Essential of Business Environment* , Himalaya Publishing House, 2003
8. Justin Paul, *Business Environment: Text & Cases*, Tata McGraw Hill, 2008
9. Narayanan, *Intellectual Property Rights*, Eastern Law Book House, Kolkata, 2001
10. Czinkota, Ronkainen, Moffett, *International Business*, Cengage, 2008

E 302: BUSINESS COMMUNICATION

Concept of Communication –Meaning, Definition, Process, Need, Emergence as a key concept in Corporate and Global world, Impact of technological advancements on communication

Channels of Communication - Formal and Informal, Vertical, Horizontal, Diagonal, Grapevine.

Objectives of Communication; Methods and Modes of Communication – Intrapersonal, Interpersonal, Verbal and Nonverbal, Haptics, Kinesics, Proxemics, Para-language, Chronemics,NLP

Barriers to Communication –Overcoming Barriers- Principles of effective communication

Importance of Listening Skills, Cultivating good Listening Skills

Business Letter Writing : Role, Types; Deductive & inductive logic; Structure, Layouts— Full Block, Modified Block, Semi – Block; Principles of Effective Letter Writing

Personnel Correspondence –Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of complaint, resignation

Oral communication: Skills and Techniques, Principles of Effective Presentation, Group Communication - Interviews – Group Discussion, Preparing for an Interview , Types of Interviews – Selection, Appraisal, Grievance, Exit Meetings, Extempore speech, Negotiation Skills

Meetings : Need and Importance, Conduct of Meeting. Role of Chairperson and Participant, Drafting of Notice, Agenda and Resolutions

Conference – Meaning and Importance, Organizing a Conference, Video and Tele – Conferencing, Webinars

Technology and Communication- Landline, Wireless and Cellular Phones, Facsimile Communication [Fax], Computers and E- communication

Public Relations – Meaning, Functions of PR Department, External and Internal Measures of PR, Persuasive communication - Circulars, Publicity material, news letters, Notices and advertisements, Leaflets, Invitation

Trade Letters – Inquiry, Offer and Quotation, Order, Credit and Status Enquiry, Complaints, Claims, Adjustments, Collection Sales Letters, Promotional leaflets and fliers, Consumer Grievance Letters Reports – Parts, Types Feasibility Reports, Investigative Reports

SUGGESTED READINGS:

1. Galvin, Kathleen M., ed. *Making connections: Readings in relational communication*, 5/e, ISBN : 978-0199733811, Oxford Univ. Press, 2010
2. Wood, Julia. *Interpersonal communication: Everyday Encounters*, 6/e, Boston: Wadsworth, 2010
3. West, Richard, and Lynn H. Turner, *Understanding interpersonal communication: Making choices in changing times*, 2/e , Boston: Wadsworth, 2009

4. McKay, Matthew, Martha Davis, and Patrick Fanning. *Messages: The Communication Skills Book*, 3/e, ISBN : 978-1572245921, New Harbinger Publications, 2009.
5. Nichols, Michael P, *The Lost Art of Listening: How Learning to Listen Can Improve Relationships*, New York: Guilford Press, 2009
6. Lesikar, R.V. & Flatley, M.E., *Basic Business Communication Skills for Empowering the Internet Generation*. Tata McGraw Hill, 2005
7. Adair, John , *Effective Communication*, Pan Mcmillan UK, 2009

E 303 :ORGANIZATIONAL EFFECTIVENESS AND CHANGE

Organizational Effectiveness: Understanding and approaches; Critical issues of organizational effectiveness; Various approaches to measuring effectiveness; Value creation process by organization; Organizational Change and Development

Perspectives on Change; Types of Changes; Competitiveness and Managing Change; Change Process; Change Agents and their Role; Strategic Leverages to Change; Dynamics of Resistance to Change; Implementation of Change

Organizational culture –Understanding importance of culture on work behaviour, Cultural diversity; Culture shock, Cross-culture dynamics, Organizational climate

Technology, innovations & work-design: Continuous improvement processes, Reengineering, Flexible manufacturing system & work design linked to motivation, creating learning organization

Process and Methods of Managing Organization Development—Human Process Intervention—Techno structural intervention—Strategic Intervention—Special Applications of OD— Contemporary Issues in Organisational Change and OD Interventions

SUGGESTED READINGS:

1. Cummings and Worley, *Theory of Organization Development and Change*, 9/e, Cengage Learning, 2008
2. French and Bell, *Organizational Development*, Prentice Hall of India, 1999
3. Bennis.W.G. *Changing Organizations*, Tata McGraw Hill, 1966
4. Richard L.Daft, *Organization Theory, Change and Design*, Cengage Learning, 2009
5. Pradip N Khandwalla, *Organizational Designs for Excellence*, Tata McGraw Hill, 2009
6. Edward E. Lawler and Christopher G. Worley, *Built to Change: How to Achieve Sustained Organizational Effectiveness*, Wiley and Sons, 2006
7. W. Warner Burke, *Organization Change: Theory and Practice*, Sage Publications, 2011
8. Alan H Anderson, *Effective Enterprise and Change Management*, Blackwell Business, 1996
9. Ramnarayan, Rao and Singh: *Organizational Development- Interventions & Strategies*, Response Books, 1998

E 304: PROJECT MANAGEMENT

Project Management: Concept and characteristics of a project, importance of project management, types of project, project life cycle, Project selection, project organizational structure, Market potentiality Analysis, Identification of Opportunity, Evaluation of Market and Potential Demand.

Budgeting and cost estimation – Scheduling – Network techniques: PERT and CPM –Gantt charts – Precedence Diagram Method -Resource allocation – Resource loading – Resource Leveling.

Project Monitoring and Control – Types of control processes – planned cost and schedule performance; Concept of project quality : quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.

Project Closure: Meaning of closure/ termination, project audit process, termination steps, final closure

Managing Project Teams: Team development process, stages in developing a high performance project team , project team pitfalls

IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection

International Projects: Issues in managing international projects, cross cultural considerations

SUGGESTED READINGS:

Clifford F Gray, Erik W Larson, *Project Management-The Managerial Process*, Tata McGraw Hill Publishing, 2008

John M Nicholas, *Project Management for Business and Technology*, Prentice Hall, 2003

James P Lewis, *Project Planning, Scheduling And Control*, Tata McGraw-Hill, 2007

Jack R. Meredith & Samuel J. Mantel, *Project Management – A Managerial Approach*, 8/e, John Wiley and Sons, 2012, ISBN : 9780470533024

Prasanna Chandra, *Projects Planning, Analysis, Selection, Implementation and Review*, Tata McGraw Hill, 2011

P. Gopalakrishnan & V.E. Ramamoorthy, *Text Book of Project Management*, Macmillan India Limited, 2007

E 401: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzberg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.

Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals.

Strategic analysis: Analyzing Company’s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit

Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies.

Industry Analysis – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

New Business Models and strategies for Internet Economy: E-Commerce Business Model and Strategies

Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy

Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization

Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

SUGGESTED READINGS:

1. A A Thompson Jr., A J Strickland III, J E Gamble, *Crafting & Executing Strategy – The Quest for Competitive Advantage*, 4/e, Tata McGraw Hill, 2005
2. Ranjan Das, *Crafting the Strategy: Concepts and Cases in Strategic Management*, Tata McGraw Hill, 2004
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel , *Strategy Safari*, Free Press, New York, 1998
4. Gary, Hamel and Prahalad, C. K., *Competing for the Future*, HBS Press, 1999
5. C.A. Montgomery, M.E. Porter (Ed), *Strategy : Seeking and Securing Competitive Advantage*, Harvard Business Press, 1991
6. Peter F. Drucker, *Managing in a Time of Great Change*, Truman Talley Books / Plume Penguin Group, 1998

E 402: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Small Business : Meaning - Role - Defining an entrepreneur- entrepreneurial traits - Developing entrepreneurs ; Critical factors for starting a new business; Central driving forces of entrepreneurship, benefits and potential drawbacks; Trends in entrepreneurship, Entrepreneur's philosophy; Enterprising man vs. executive manager; Small Business vs. High-Growth Enterprises

Entrepreneurial Process: New venture ideas and opportunities recognition: Role of ideas - Pattern recognition - Idea and opportunity - Screening opportunities – venture opportunity framework; New ventures and Business Plan : Need and steps of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment - Causes for small business failure - Success factors for small business.

Resources and capabilities : Identifying attributes of strategic resources. Resource types: physical, reputational, organizational, financial resources, intellectual and human, technological. Entrepreneur as a human resource: psychological and sociological approaches; Feasibility Planning : Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan; Determining financial needs, alternate methods of financing - Venture capital and new venture financing, working capital and cash-flow management, Role of Government agencies

Managing Growth In Small Business : Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – Professional Management in Entrepreneurial Firm, Managing Human Resources , Managing Operations, Managing Risk, Critical stages in small business growth.

Legal Form of Small Business : Indian law and form of a new business, sole proprietorship, partnership, Corporations, close corporations; Specifics of taxation; Choosing appropriate legal form for a new business.

SUGGESTED READINGS:

1. Thomas Zimmerer, Norman M. Scarborough, Doug Wilson, *Essentials of Entrepreneurship and Small Business Management*, Pearson Education ,2008
2. Poornima M Charantimath, *Entrepreneurship Development and Small Business Enterprises*, Pearson Education, 2/e, 2014, ISBN:9788131762264
3. Kuratko & Hodgetts, *Entrepreneurship in The New Millennium*, Cengage learning, ISBN 9780324598230
4. Vasant Desai, *Small Scale Industries and Entrepreneurship*, Himalaya Publishing House, 2010
5. David H Holt, *Entrepreneurship: New Venture Creation*,1/e, PHI, 2009
6. Rajeev Roy, *Entrepreneurship*, Oxford University Press, 2011
7. S. K. Mohanty, *Fundamentals of Entrepreneurship*, PHI, 2005

E 403: INTERNATIONAL BUSINESS MANAGEMENT

Globalization – Forces, Meaning, dimensions and stages in Globalization ; Difference in Culture: Introduction - Social Structure - Religion - Language - Education -Culture and the Workplace - Cultural Change -Cross-Cultural Literacy - Culture and competitive Advantage.

Global Trade and Investment Environment. International trade theory: Overview - Absolute Advantage - Comparative Advantage - Heckler - Ohlin Theory - New Trade Theory - National Competitive Advantages - Porter's Diamond Theory- Revised Case for Free Trade

Development of Multilateral Trading System- WTO & development of World trade - Tariff and Non-tariff Barriers – Trade Blocks – Regional grouping of countries and its impact.

Foreign Direct Investment: Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Global Monetary System - Foreign Exchange Market

Strategies of International Business: Profiting from Global Expansion - Pressure for Cost Reductions and Local Responsiveness - Strategic Choice. International Marketing Operations - Entry Modes - Strategic Alliances - Making Alliances Work -. Exporting, importing and counter trade - Export and Import Finance- Balance of Trade and Balance of Payment; International Monetary Fund, Asian Development Bank and World Bank

SUGGESTED READINGS:

1. Czinkota, Ronkainen, Moffett, *International Business*, Cengage, Wiley India Pvt Ltd., 2011
2. Francis Cherunilam, *International Business*, ISBN 9788120342149, Prentice Hall of India, New Delhi, 2011
3. K Aswathappa, *International Business*, Tata McGraw Hill, 2008
4. Srinivasan R, *International Marketing*, PHI, 2011
5. Anant K Sundaram & Stewart black. *International Business Environment*, Text and Cases, Prentice Hall of India, New Delhi, 2011
6. Charles W. L. Hill, *International Business: Competing in the Global Marketplace*, ISBN 9780007059867, Tata McGraw Hill, New Delhi, 2005
7. P Subba Rao , *International Business- Text and Cases*, ISBN 9788183182348, Himalaya Publishing House, 2009,
8. Bhalla V.K., *International Business Environment*. Anmol, 2009
9. Paul, J. *International Business*, Prentice-Hall, 2004

E 404: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Definition of Ethics and Business Ethics, Morals & Values, Importance of Business Ethics, Causal chains in business ethics, Nature of Ethics in Management, Business Standards and Values, Ethical Relativism, Factors affecting business ethics.

Approaches: Consequentialist theories, Deontological theories , Virtue ethics approach in process of ethical decision-making in business- Ethical dilemma, Ethical gap, Ethical leadership; Individual differences and ethical judgment- Cognitive barriers to a good ethical judgment, Whistle Blowing, Trade Secrets

Conceptual Framework of Corporate Governance – Meaning, Theories of Corporate Governance, Models of Corporate Governance, Benefits of Good Corporate Governance, Concept of Corporate Excellence; Ethical Governance, Code of Ethics; Insider Trading, Rating Agencies, Green Governance and E-governance.

Corporate Governance Framework in India: Corporate Board-Attributes, Duties, Responsibilities, Liabilities, Disqualifications; Shaping Directorial Competence and Board Effectiveness, Corporate Disclosure and Investor Protection, Board Committees and their Functions - Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, Audit Committee.

Corporate Social Responsibility (CSR) – Drivers and Models of CSR, Social Audit, Ethics and Government, CSR and Corporate Sustainability, Environmental Aspect of CSR, Global Reporting Initiatives

SUGGESTED READINGS:

1. Mallin, Chris A., *Corporate Governance*, Oxford University Press, 2007
2. Michael Blowfield and Alan Murray, *Corporate Responsibility*, Oxford University Press, 2011
3. A.C Fernando, *Business Ethics: An Indian Perspective*, Pearson Education India, 2009
4. Joseph Weiss, *Business Ethics : A Stakeholder and Issues Management Approach* , Cengage Learning, 2008
5. Manuel G. Velasquez, *Business Ethics: Concepts & Cases, 6/e*, ISBN: 9780205017669 Pearson,2012
6. Murthy, *Business Ethics*, Himalaya Publishing House, 2009
7. Singh S., *Corporate Governance: Global Concepts and Practices*, Excel Books, 2005

EHR 01: ORGANIZATIONAL DEVELOPMENT

Organizational Development: Concept, Scope, Values and Assumptions, Importance. Historical Perspective, Characteristics, OD as a Process-Diagnostic Phase, Intervention Phase, Stabilization Phase, Problem Identification, Diagnosing Organizational Issues/Problems

OD Interventions: Concept, Types of Interventions, Person Focused Interventions, Role Focused Interventions, Sensitivity Training, Teams and Teamwork, Participation and Empowerment, Survey Feed Back, Process Consultation, Action Research , Applied Behavioural Science, Parallel Learning Structures , Designing New Need Based Interventions for OD.

Organisational Development for planned change : Individuals, roles, dyads, groups, inter-groups as targets of planned change; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; Conflict levels; Reactions to conflict; Management of Conflict; Resolution Strategies

Team intervention strategies: Team and groups; Team building interventions- Johari window; leadership skills for team building; sensitivity training; Transactional analysis; group dynamics; developmental activities based on simulations, role-plays and games.

SUGGESTED READINGS:

1. Davis, Keith, *Human Behaviour at Work* , McGraw Hill Inc, 1989
2. Gary N McLean , *Organization Development: Principles, Processes, Performance*, Berrett-Koehler Publishers, 2006.
3. Thomas G. Cummings and Christopher G. Worley , *Organization Development and Change*, 9/e, Cengage Learning, 2008.
4. Therese F. Yaeger, Peter F. Sorensen, *Strategic Organization Development Managing Change for Success*, ISBN: 9781607522119, Information Age Publishing, 2009.
5. Mee-Yan Cheung-Judge and Linda Holbeche, *Organizational Development*, Kogan Page, 2011
6. S Ramnarayan and T V Rao, *Organizational Development :Accelerating Learning and Transformation*, 2/e, ISBN :9788132107392, Sage Publications, 2011
7. Cummings And Worley , *Organizational Development And Change*, 7/e, ISBN : 9780324072747, Thomson South-Western, 2000
8. French & Bell , *Organisational Development*, Prentice Hall Inc, 1999
9. French & Kast, *Understanding Human Behaviour*, Harper & Row Publishers, 1985
10. Donald L. Anderson (ed), *Cases and Exercises in Organization Development & Change*, Sage Publications, 2012

EHR 02: STRATEGIC HUMAN RESOURCE MANAGEMENT

Introduction to business and corporate strategies; Concept and Aims of Strategic Human Resource Management –Models of Strategic HRM – Integrating HR strategies with business strategies, Strategic role of HR function

Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy

Behavioural issues in strategy implementation;; Strategic HR issues and role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Talent management; Human side of mergers and acquisitions; Leadership, power and politics; Personal values and business ethics; HR Perspective of Corporate Governance

Evaluating and Measuring the Impact of Strategic HRM–Balanced Scorecard and HR Scorecard Perspective, Strategic contribution of HRM to organizational success–High Performance Work Practices

Introduction to global HR strategies; Developing HR as a value added function; Human Resource Strategy and the Dynamics of industry-based Competition; Corporate HR Strategy in the global economy and other contemporary issues in strategic HRM

SUGGESTED READINGS:

1. Jeffery Mello, *Strategic HRM*, Thompson Publication, 2010
2. Charles R Greer, *Strategic HRM: A General Managerial Approach*, 2/e, Pearson Education Asia, 2001
3. Michael Armstrong, *Handbook of Human Resource Management Practice* ,12/e, Kogan Page, 2012
4. Michael Armstrong, *Strategic Human Resource Management – A Guide to Action*, Kogan Page, 2004
5. G. F. Dreher and T. W. Dougherty, *Human Resource Strategy*, Tata Mc Graw-Hill, 2001
6. C. Maybey, G. Salaman and J Storey : *Human Resource Management : A Strategic Introduction*, Blackwell Publishing, 1998
7. Peter Boxal and John Purcell, *Strategy and Human Resource Management*, Palgrave Macmillan, 2011
8. David Ulrich , *HR Transformation*, Tata McGraw Hill Education,2009

EHR 03 : INDUSTRIAL RELATIONS AND LABOUR ENACTMENT

Overview of Industrial Relations : Concept , Nature and Objective ; Evolution of IR in India ; Approaches to IR

Trade Union : Origin and growth, Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement.

Employee Discipline – Causes of indiscipline and approaches to disciplinary action; Grievance Redressal Mechanism ; Sexual Harrassment

Industrial Disputes: Concept, causes and machinery for prevention and settlement of disputes.

Collective Bargaining - Nature, scope and functions, Stages & Bargaining Process; Workers' participation in Management; Labour turnover; Absenteeism

Labour Legislations: Industrial Dispute Act 1947, Factories Act 1948, Payment of Wages Act 1936, Workmen's Compensation Act 1923, Minimum Wages Act 1948, Employees' State Insurance Act, Payment of Gratuity Act 1972, Employees' Provident Funds and Miscellaneous Provisions Act 1952, The Contract Labour (Regulation and Abolition) Act, 1970

SUGGESTED READINGS:

1. Mamoria CB, Mamoria S, and Gankar - *Dynamics of Industrial Relations, 15/e*, ISBN: 9789350514306 , Himalaya Publications, 2012
2. Singh B.D., *Industrial Relations*, Excel Books, 2005
3. Sinha, *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Education, 2004
4. Srivastava SC, *Industrial Relations and Labour Laws*, Vikas Publishing House, 2002
5. Venkata Ratnam, *Industrial Relations*, Oxford Publications, 2006
6. Monappa, Nambudiri and Selvaraj, *Industrial Relations and Labour Laws, 2/e*, ISBN: 9781259004926, Tata McGraw Hill, New Delhi, 2012

EHR 04: HUMAN RESOURCE DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Human Resource Development- An Overview; Foundation and Evolution of Human Resource Development ; Early approaches to HRD in the Organizational context;HRD Methods and Mechanism; HRD in Indian Industries

Management of Human Resource in Digital Economy : Special Features of New Technology; Concept and Process of Technological Innovation; Creativity- process and barriers; Emotional intelligence

Organizational Implications of Technological Innovation, Corporate Image Building; Human Resource Implication of Technological Change; Training and Development Issues for Technological Change; Career Development for New Technology

Technological change and Human Resource Development; Behavioural Reactions to Change; Assessing HRD Needs, Designing Effective HRD Programs, Implementing HRD Programs, Evaluating HRD Programs

Changing role and emerging trends of HR in organizations ;Challenges of sustainability with reference to Retention and Talent Management ; Employee Engagement Strategies-Employee attachment, involvement, commitment and influences; Learning organizations and organizational learning

SUGGESTED READINGS:

1. Clark, Jon. *Managing Innovation and Change*, ISBN : 9780803989450, Sage Publications, 1995
2. Clark, Jon. *Human Resource Management and Technical Change*, ISBN: 9780803987876 , Sage Publications, 1993
3. Gampbell, A and Warner, M. *New Technology, Skills and Management*, Routledge, London, 1992
4. Rastogi, PN. *Management of Technology & Innovation*, Sage, New Delhi, 1995
5. Shittaker, DH. *Managing Innovation*, Cambridge Univ. Press, 1990
6. Trish Emerson and Mary Stewart, *The Technology Change Book*, ISBN: 9781562868, ASTD Press,2013
7. Deborah D. Waddill and Michael J. Marquardt, *The e-HR Advantage: The Complete Handbook for Technology-Enabled Human Resources*, Nicholas Brealey International,2011.
8. Graeme Martin , Martin Reddington and Heather Alexander, *Technology, Outsourcing and Transforming HR*, Butterworth-Heinemann, 2008
9. Everett M. Rogers, *Diffusion of Innovations*, 4/e, The Free Press, New York, 1995
10. Ulrich Dave, *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*, Harvard Business Review Press,1996

EM 01: BRAND MANAGEMENT

Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product.

Product Mix - a strategic choice. Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines.

Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

Product Research - Importance, tools and analysis, Product Development & Testing, Product Launch Decisions. Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, and services, e-branding.

SUGGESTED READINGS:

1. Keller. *Strategic Brand Management*, ISBN: 9781428810044, PHI, 2006
2. Verma, *Brand Management*, 2/e, ISBN: 9798174464803, Excel, 2008
3. Lehman & Winer, *Product Management*, ISBN 9781428873230, Tata McGraw Hill, 2009
4. Y L R Moorthi, *Brand Management: The Indian Context*,1/e, Vikas Publishing House, ISBN 9788125914273,1999
5. Chunawalla, *Product Management*, Himalaya Publishing House, 4/e, ISBN: 9788174934338 ,2003
6. Subratu Sen Gupta, *Brand Positioning*, ISBN 9780070581593, Tata McGraw-Hill, 2005

EM 02: CONSUMER BEHAVIOUR

Introduction to Consumer Behaviour (CB): Nature and Importance of CB, application of CB in Marketing, Consumer Research process.

Individual Determinants of CB: Perception - process, Consumer Imagery, perceived risk; Learning - principles, theories; Personality - nature, theories, self concept, psychographic and life style; Attitude - Structural model of attitude, attitude formation & change; Motivation - needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

Group Determinants of CB: Reference group influence - types of consumer relevant groups, factors affecting group influence, application of reference group concept; Family - functions of family, family decision making, family life cycle(FLC); Opinion Leadership and Personal influence; Diffusion of Innovation - Adoption process, Diffusion process

Environmental Influences on CB : Social class, Life style Profile of Social class, application to CB; Culture: characteristics cross cultural understanding

Consumer Decision making Process: Problem recognition; Information Search Process and Evaluation; Purchasing process; Post purchase behaviour; Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell

SUGGESTED READINGS:

1. Loudan, David L and Bitta, A.J. Della, *Consumer Behaviour*, 4/e, ISBN 9780071125116, Tata McGraw Hill, 1993
2. Schiffman LG and Kanuk LL, *Consumer Behaviour*, 10 /e, Prentice Hall of India, 2009
3. Nair, Suja R, *Consumer Behaviour in Indian Perspective*, ISBN 9788184888997, Himalaya Publishing House, 2011
4. Desmond, John *Consumer Behaviour*, 1/e, ISBN 9780333949924, Palgrave MacMillan, 2002
5. Batra, Kazmi, *Consumer Behaviour*, 2 /e, ISBN 9788174466440, Excel Books, 2008
6. Sheth, Mittal, *Customer Behaviour – A Managerial Perspective*, 2/e , ISBN 9780030343360, Thomson, 2004
7. S Ramesh Kumar, *Conceptual Issues in Consumer Behaviour Indian Context*, Pearson, 2003

EM 03: RETAIL MANAGEMENT

Marketing Channels & Supply Chains: Emergence, role and types of marketing channels, channel members and their characteristics, choosing various channel options, factors affecting the choice. Supply chain management (SCM) - advantages gained, physical flow of merchandise, and logistics of e-retailing.

Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.

Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy, specific activities and control.

Identifying & understanding consumer – Consumer demographics & life styles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailers' action. Location, Operation & Merchandise Management: Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management.

Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.

Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.

SUGGESTED READINGS:

1. Berman, Barry and Joel Evans, *Retail Management*, 10 /e, ISBN 9788131716700. Macmillan, 2007
2. Roger Cox and Paul Brittain , *Retail Management*, 5 /e, ISBN 9780273678199, Prentice Hall, 2004
3. Levy & Weitz, *Retailing Management*, 7/e, ISBN 9780073381046, McGraw-Hill , 2008
4. Ronald W. Hasty, James Reardon, *Retail Management*, ISBN 9780070270312, McGraw-Hill, 1997
5. Kotler, Philip, *Marketing Management*, 14/e, ISBN 9780132102926, Prentice Hall, New Delhi, 2012

EM 04: INTERNATIONAL MARKETING MANAGEMENT

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade,

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure..

Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing

Suggested Readings:

1. Varshney and Bhattacharya: *International Marketing Management*, 6/e, Sultan Chand & Sons, 1993
2. Philip B. Cateora and John M. Hess: *International Marketing*, McGraw Hill, 1975
3. Cateora, P. R., Graham, J. L., Salwan P., *International Marketing*, 13/e, McGraw Hill, 2008
4. Douglas, S. P., and Craig, C.S., *Global Marketing Strategies*, International Edition, ISBN 9780071132770, McGraw-Hill, 1995
5. Justin Paul, *International Marketing : Text and Cases*, Tata McGraw Hill, 2012
6. Kotler, Philip, *Marketing Management*, 14/e, ISBN 978-0132102926, Prentice Hall, New Delhi, 2012

EF01: MERGER, ACQUISITION AND CORPORATE RESTRUCTURING

Corporate restructuring: meaning, need, scope, model of restructuring, global and national scenario.

Mergers and Acquisition: Motives behind M&A –rationale behind expansion and diversification through M&A; Merger types and characteristic, demerger, reverse merger, conglomerate, spin off, split up; managerial & financial synergy of mergers; role of industry life cycle

Theories of Mergers: Efficiency theories and non-efficiency theories- Valuation of shares and firm : Valuation approaches – DCF valuation models and FCF models- FCFE and FCFE, estimation of terminal value, (DCF under different growth rates), relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO, MBO, Boot strapping

Takeover Defences : Financial defensive measures, defence against hostile takeover, Poison Pill, Bear Hug, Greenmail, Pacman; Post Merger human resource and cultural issues; Criteria for negotiating friendly takeover

Revival and restructuring of sick companies: Problem of sick industries and their survival with special reference to the law relating to sick industrial companies. Corporate de-mergers / splits and divisions- Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse- merger

Legal aspects of merger, acquisition and takeovers: SEBI guidelines, documentation, taxation, economic and financial aspects; **Post-merger re-organization:** Accomplishment of objectives- Criteria of success, profitability, gains to share holders; Post-merger valuation, measuring post-merger efficiency, factor in post-merger reorganization.

SUGGESTED READINGS:

1. B. Rajesh Kumar, *Mergers & Acquisition*, Tata McGraw Hill, 2010.
2. Michael A.Hitt, Jeffrey S.Harrison & R.D.Ireland, *Mergers and Acquisitions - A Guide to Creating Value for Stakeholders*, Oxford University Press, 2001.
3. Patrick A. Gaughan *Mergers, Acquisitions, and Corporate Restructurings*, John Wiley & Sons. Inc. 2011.
4. Weston, Fred. J *Mergers And Acquisitions* Tata McGraw Hill. 2009 (Reprint).
5. H. R. Machiraju, *Mergers, Acquisitions and Takeovers*, New Age International Publishers , 2008.
6. J. Fred Westan , *Mergers and Acquisitions*, Tata McGraw Hill, 2001
7. Ramanujan, S., *Mergers: The New Dimensions for Corporate Restructuring*,Tata McGraw Hill, 2000
8. Irene Rodgers ,*Successful Mergers, Acquisitions, and Strategic Alliances: How to Bridge Corporate Cultures*, Tata McGraw Hill, 2002

EF02:FINANCIAL MARKET AND SERVICES

The Financial System; Concept, Functions, Financial intermediary, Financial System in India. Financial Market; Money Market, Capital Market- New issue market, secondary market Security and Exchange board of India. Investor Protection. OTCET, NSE, BSE. Depository System Role of NBFCS in Financial Services
Financial Services- Meaning, Scope, importance, new financial product and services, Challenges facing the financial sector- present scenario. Housing Finance. Recent development in financial services
Merchant Banking, Hire Purchase, Leasing, Venture Capital, Mutual Fund, Discount Factoring and Forfeiting, Securitization of debt, Derivatives, Credit rating, Debit and Credit card.

SUGGESTED READINGS:

1. Khan M.Y., *Financial Services*, 7/e, Tata McGraw Hill, New Delhi , 2013
2. Bhalla V.K., *Management of Financial Services*, Anmol Publications, New Delhi, 2004
3. Bhole L.M. *Financial Institution and Markets* ,5/e,Tata McGraw Hill, 2009
4. Clifford Gomez. *Financial Markets, Institutions and Financial Services*, PHI, 2008

EF 03 : BANKING AND INDIAN FINANCIAL SYSTEM

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

Central Banking System – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India. Online banking system and security issue

Industrial and Agricultural Banking System – All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions.

Financial systems - Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.

Foreign Investments – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.

SUGGESTED READINGS:

H.R. Machiraju, *Indian Financial System*, Vikas Publishing House, Delhi, 2009

Jeff Madura, *Financial Markets and Institutions*, Cengage Learning, Delhi, 2008

M.Y. Khan, *Indian Financial System*, Tata Mc Graw Hill, Delhi, 2008

Pathak, *The Indian Financial System*, Pearson Education India, 2007

Robert W Kolb, *The Commercial Bank Management Reader*, Blackwell Publishers, 1992

EF 04: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Introduction to investments - Nature and scope of investment decision – investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - Equity bonds- Mutual funds model- Derivative instruments - Futures - Options - commodity futures, Index futures - Stock Futures - Hedge funds; Risk and return, asset allocation and security selection.

Capital Market Instruments, New issues market, Secondary market, listing of securities market in India, trading mechanism, e-trading, dematerialisation - depository services - mechanics of investing –

Stock exchange: History, introduction, organisation and functioning, SEBI- role and function, Securities Contracts (Regulation) Act, 1956

Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model , Black -Scholes option model.

Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis, measuring earnings, forecasting earnings, applied valuation, technical analysis – capital flow theory, efficient market hypothesis.

Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) - nature of investment risk - MVC and portfolio selection – monkey portfolio - AS security portfolio - Application of market model in portfolio construction, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT) - constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.

SUGGESTED READINGS:

1. S. Kevin, *Security Analysis and Portfolio Management*, PHI Learning Pvt. Ltd. 2008
2. Fischer, *Security Analysis and Portfolio Management*, Pearson Education of India, 1995
3. David Dodd, Benjamin Graham, *Security Analysis*, 6/e, Tata McGraw Hill, 2008
4. P.Pandian, *Security Analysis and portfolio Management*, Vikas Publication House, 2009
5. Prasanna Chandra, *Investment Analysis and portfolio management*, Tata McGraw Hill, 2008
6. Professor V. K. Bhalla., *Investment Management –Securities Analysis and Portfolio Management*, S. Chand, 2008