

**SCHEME OF EXAMINATION AND SYLLABUSES**

**M.COM BUSINESS INNOVATIONS  
(SEMESTER SYSTEM)**

**FOR THE EXAMINATION OF 2011-12**

## SYLLABI FOR M.COM (BUSINESS INNOVATIONS) FOR THE EXAMINATION OF 2011-12

Note:

1. Examination in each subject will be of 3 hours duration
2. Maximum Marks for External/written examination is 80 Marks and internal assessment is 20 marks except for seminar and workshop courses.

Instructions for the paper setters:

**IF THERE ARE TWO UNITS:** Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

**IF THERE ARE FOUR UNITS:** Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

**N.B** Use of non-programmable calculators by the students in the Examination Hall is allowed. The Calculator will not be provided by the university.

### SCHEME OF EXAMINATION FOR M.COM (BUSINESS INNOVATIONS)

#### FIRST SEMESTER

The Programme will start with Induction Programme: The Programme will start with understanding of behavior of the participants by the psychologists, preparing the module of training for their induction in the programme. The Semester-I will focus on the development of Business Management Skills among the participants. The Curriculum in the Semester I will broaden the horizon of the participants to understand the intricacies of the business and will sharpen their skills to tackle the business situations. It will also improve the proficiency of the participants regarding business language, IT understanding and ability to take decisions in difficult situations. Following Courses will be taught in the **Semester-1**

FIRST SEMESTER		
Subject Code	Paper Title	Marks
MCBI:101	MANAGERIAL SKILLS AND PERSONALITY DEVELOPMENT	100
MCBI:102	BUSINESS ENVIRONMENT	100
MCBI:103	ORGANISATION BEHAVIOUR	100
MCBI:104	QUANTITATIVE SKILLS FOR BUSINESS INNOVATIONS	100
MCBI:105	ENTREPRENEURSHIP, CREATIVITY AND INNOVATIONS IN BUSINESS	100
MCBI:106	ACCOUNTING FOR MANAGERS	100
MCBI:107	WORKSHOP ON INFORMATION TECHNOLOGY	100
MCBI:108	WORKSHOP ON BUSINESS ETIQUETTE AND PROFESSIONALISM	100
	TOTAL	800

## SECOND SEMESTER

The Curriculum in the Semester-II will focus on sharpening the Business Analytical skills of the participants. It will equip the participants with the various tools of Analysis, be it for performance measurement, financial statements analysis and Data Analysis and interpretations. It will also focus on Business and Customer intelligence to give the participants an understanding of technologies, applications and practices used to help a business to acquire a better understanding of its commercial context.

SECOND SEMESTER		
Subject Code	Paper Title	Marks
MCBI:201	ECONOMICS FOR INNOVATIVE BUSINESS DECISIONS	100
MCBI:202	FINANCIAL MANAGEMENT	100
MCBI:203	CORPORATE PERFORMANCE MEASUREMENT	100
MCBI:204	PRODUCTION AND OPERATIONS MANAGEMENT	100
MCBI:205	BUSINESS INTELLIGENCE	100
MCBI:206	OPERATIONS RESEARCH	100
MCBI:207	WORKSHOP ON BUSINESS RESEARCH METHODS	100
MCBI:208	SUMMER TRAINING REPORT AND VIVA VOCE	100
	TOTAL	800

## THIRD SEMESTER

The Curriculum in the Third Semester will focus on sharpening the understanding of the students on business legislations, technology and environmental issues. The Curriculum will also give the chance to participants to select two areas of their choice to broaden their knowledge of innovations in the any two selected areas functional management of their choice.

THIRD SEMESTER		
Subject Code	Paper Title	Marks
MCBI:301	BUSINESS LEGISLATION	100
MCBI:302	TECHNOLOGY MANAGEMENT AND INNOVATIONS	100
MCBI:303	INNOVATIONS IN HUMAN RESOURCE MANAGEMENT	100
MCBI:304	INTELLECTUAL PROPERTY LAWS	100
MCBI:305	WORKSHOP ON REGULATORY FRAMEWORK FOR BANKS AND FINANCIAL SERVICES	100
MCBI:306	WORKSHOP ON FOREIGN TRADE PROCEDURES AND DOCUMENTATION	100
STUDENT HAS TO SELECT ANY TWO SUBJECTS FROM THE FOLLOWING		
MCBI:307	INNOVATIONS IN FINANCIAL SERVICES	100
MCBI:308	INNOVATIONS IN INTERNATIONAL BUSINESS	100
MCBI:309	INNOVATIONS IN MARKETING	100
MCBI:310	INNOVATIONS IN ELECTRONIC COMMERCE	100
	TOTAL	800

#### FOURTH SEMESTER

The curriculum in the fourth semester will focus on creation of knowledge and governance of business. The study will also focus on the study of innovations in the field of international finance, product innovation, Information technology and study of various aspects of innovation through research project.

FOURTH SEMESTER		
Subject Code	Paper Title	Marks
MCBI:401	KNOWLEDGE MANAGEMENT	100
MCBI:402	ENVIRONMENTAL LAWS AND MANAGEMENT	100
MCBI:403	BUSINESS ETHICS AND CORPORATE GOVERNANCE	100
MCBI:404	BUSINESS PROCESS RE-ENGINEERING AND QUALITY MANAGEMENT	100
MCBI:405	RESEARCH PROJECT*	100
MCBI:406	COMPREHENSIVE VIVA-VOCE**	100
STUDENT HAS TO SELECT ANY TWO SUBJECTS FROM THE FOLLOWING		
MCBI:407	INNOVATIONS IN INTERNATIONAL FINANCE	100
MCBI:408	INNOVATIONS IN RETAIL AND SUPPLY CHAIN MANAGEMENT	100
MCBI:409	INNOVATIONS IN INFORMATION TECHNOLOGY FOR BUSINESS	100
MCBI:410	INNOVATIONS IN HUMAN RESOURCE DEVELOPMENT	100
	<b>TOTAL</b>	800

\* The Research Project will start from 3<sup>rd</sup> Semester. Though marks for this project will be counted in the 4<sup>th</sup> semester only.

\*\*Comprehensive Viva-Voce of the 4<sup>th</sup> Semester would be based on papers taught in 3<sup>rd</sup> and 4<sup>th</sup> Semester.

## **MCBI: 101- MANAGERIAL SKILLS AND PERSONALITY DEVELOPMENT**

**Objective:** The objective of this course is to give the students the knowledge of the basic managerial skills required for efficient management of the organization and to develop oral and written communication skills and enhance overall personality of the students. The teacher will be a facilitator to promote activity centered individual skills and group performance.

### **Unit-I**

Management defined – Basic Principles and process of Management. The evolution of Management Science. Planning:– Basic techniques of Planning – Basic factors involved in planning – Key planning points – Strategic consideration in planning. Policy Making: Policy making as a guide to action in the organization – General policies– Basic areas of policy making. Concept of control – Application of the process of control at different levels of management ( top, middle and first line ). Performance standards – Measurements of performance – Remedial action. An integrated control system in an organization. Motivation – determination of behaviour- Employee as a “Total Person” – Primary incentives. Management by objectives – Management by exception – Decision making theory in management.

### **Unit-II**

Managerial skills-Classification: Technical Skills, Human Skills, conceptual skills. Understanding Management and Leadership-Differentiating the roles of managing people – leading, managing, supervising, coaching and performance management Understanding the responsibility of being a manager and a role model. Personal strategies to establish yourself as the new manager or team leader. Management and personal development: Self assessment and planning for personal development aimed at managerial effectiveness. Managing stress: Symptoms of stress, coping approaches, Major skills needed to initiate, manage and sustain personal development – the skills involved in managing stress. Communication skills, Negotiation skills, Engaging employees for superior Performance, Leadership skills. Self Esteem and Confidence Building,

### **Unit III**

Managerial Personality Development: Find out how you think, determine what you value, be clear what drives you, audit your skills, and describe your personality. Take a process view of your life, paint your figure, define your goals, make choices, identify your developmental needs, and overcome resistance. Build Your Network, develop a positive self image, empowerment, use a mentor, learn how to learn, measure yourself, Increase Your Professionalism, Group Discussion on current social, cultural and popular topics.

### **Unit-IV**

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from good leaders. Be assertive, aim for win-win, consult effectively, be a team player, help other achieve, use power and influence, look good, sound good. Career management – self-assessment, moving forward. Managing ethically. Managing diversity, coaching skills

## References:

1. Allen, L.A., Management and organization, McGraw Hill publishing co., ltd.
2. Chandrabose. D. Principles of Management and Administration PHI.
3. Hellriegel / Jackson / Solum, Management – A Competency based approach, Thomson, South Western
4. McGraw,E.H., “ *Basic Managerial Skills for All*, ”Fourth Edition, Prentice Hall of India Pvt. Ltd., New Delhi,
5. Paul, Rajendra, “ *Essentials of Business Communication*”, Sultan Chand & Sons.
6. Robinson, David, “ *Business Etiquette*”, Kogan Page.
7. Ray, Reuben, “ *Communication today – Understanding Creative Skills*”, Himalaya Publishing House, 2001.
8. Porras, Jerry I. And Anderson, B., Improving managerial effectiveness through modeling-based training.
9. Cox, Taylor H. and Ruby L. Beal., Developing Competency to Manage Diversity. San Francisco

## MCBI: 102- BUSINESS ENVIRONMENT

**Objective:** The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

### Unit-I

Theoretical Framework of Business Environment: Concept, significant and nature of business environment; elements of environment – internal and external; changing dimensions of business environment; techniques of environmental scanning and monitoring. Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; economic planning in India;

### Unit-II

Industrial Policies: A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry. Fiscal Policy: Public revenues, public expenditure, public debt, development activities financed by public expenditure, an evaluation of recent fiscal policy of Government of India – Highlights of Budget. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, recent trends- Role of Finance Commission.

### Unit-III

Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends. India's Trade Policy – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank. WTO: Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.

### Unit-IV

Money and Capital market: Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and Role of SEBI. Legal Framework: Special features of The SICA (Special Provisions) 1985.

### References:

1. Adhikari, A., Economic Environment of Business, Sultan Chand and Sons.
2. Cherulinum, F ., Business Environment, Himalaya Publishing House.
3. D. Amarchand : Government and Business, Tata McGraw Hill.
4. N. K. Sengupta : Government and Business, Vikas Publishing.
5. R. Datt & K.P.M. Sundaram : Indian Economy, S. Chand
6. Puri, V.K and Misra, S.K, Indian Economy, Himalaya Publishing House
7. N.K. Oberoi : Environment Management, Excell Books
8. Economic Survey, Govt of India (Latest Issue)

## MCBI: 103- ORGANISATION BEHAVIOUR

**Objective:** The objective of this course is to emphasize the importance of human capital in the modern organizations. It gives an insight to the students regarding individual and group behaviour in any organization.

### Unit-I

Introduction, emergence of O.B. as a discipline, Contributing disciplines to the O.B. field, Organisational Behaviour Trends, the changing workforce, challenges and opportunities for O.B..Personality: Determinants of personality, measurement and various dimensions of personality development Perception: concept and meaning; factors influencing perception, link between perception and individual decision making; managerial application of perception Attitude: Types of attitude, Management of attitudes and work- force diversity in business organization Values: significance of values in business management.

### Unit –II

Motivation: Concept and definition Theories of motivation Leadership: Theories of leadership style . Contemporary issues in leadership learning: concepts and theories. Leadership – Trait theories, cognitive theories, inspirational approaches to leadership, emotional intelligence and leadership challenges to the leadership, construct power, policies and leadership.

### Unit-III

Individual decision making and problem solving Group dimensions of organizational behaviour: Understanding and managing group processes, Nature and Concept of group, Group development process; Interpersonal and group dynamics: Meaning and Applications of emotional Intelligence in organization; Understanding work teams .

### Unit-IV

Conflict and negotiation. Conflict and inter-group behaviour, types and sources of conflict, functional and dysfunctional aspects of conflicts, approaches of conflict management. Organization culture, functions of organization culture, creating and sustaining organization culture, development and implications of organization culture.

### Reference Books:

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12<sup>th</sup> Edition)
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill,10th edition)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - organizational Behaviour (Tata Mc Graw Hill, 4<sup>th</sup> Edition)
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 13<sup>th</sup> Edition)
5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior: Leading Human Resources (Pearson Education, 9<sup>th</sup> Edition)
6. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: understanding and Managing the Human Side of Work (Prentice Hall of India) ,9th Edition)
7. Pareek, Udai - Behavioural Process in Organization (Oxford 4 IBH, New Delhi,2nd Edition)
8. Weiss,P., Organisation Behaviour and Change, West group publications.
9. Michael Bee, Organisation Change and Development: A systems View, Goodyear Publishing Co., Santo Monica,



## MCBI: 104-QUANTITATIVE SKILLS FOR BUSINESS INNOVATIONS

**Objective:** This course provides an introduction to use of quantitative tools and techniques to analyze corporate/business situations.

### Unit-I

Mathematical basis of managerial decision: Functions- Applications of Functions-Some special Functions. A.P. & G.P. and their managerial Application, Matrices, Matrices: Simultaneous equations by Cramer's rule, Matrix Inversion method, Gauss Elimination method. Markov Chains & their applications. Frequency Distribution and their Analysis;

### Unit-II

Mathematics of Finance Limits and Continuity, Differentiation. Applications of Differentiation, Integration.

### Unit-III

Algebra Refresher, Applications of Equations and Inequalities, Functions and Graphs, Lines, Parabolas, and Systems, Exponential and Logarithmic Functions.

### Unit-IV

Measures of Central Tendency, Standard Deviation, Variance, Correlation and Regression Analysis, Time Series Analysis and Forecasting. Probability Theory and Probability Distributions - Binomial, Poisson, Normal and Exponential, ANOVA.

### References:

1. Chadha, N. K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi,
2. Gupta, S P and Gupta M P. *Business Statistics*. New Delhi, Sultan Chand,
3. Kazmier, L J and Pohl, N F. *Basic Statistics for Business and Economics*. New York, McGraw Hill,
4. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc
5. Terry, Sineich. *Business Statistics by Examples*. London, Collier Mac Millian Publishers
6. Sancheti and Kapoor : *Business Mathematics*
7. Srinivasa G, Deepa George., *Business Mathematics and Statistics*, New Age International Publishers

## **MCBI: 105- ENTREPRENEURSHIP, CREATIVITY AND INNOVATIONS IN BUSINESS**

**Objective:** The objective of this paper is to acquaint the student with key issues concerning entrepreneurship, innovation and creativity in business. The subject offers the overview of entrepreneurship and develops the understanding of specific entrepreneurial situations. It supports entrepreneurial attitudes and motivation and develops skills needed for business start-up and efficient entrepreneurial approach. Another objective is to get in touch with real entrepreneurs and to understand their entrepreneurial spirit and skills.

### **Unit-I**

Entrepreneurship definition, framework models, entrepreneurship as a process, importance for the society and economy, entrepreneurial attitudes. Entrepreneurial personality: Personality characteristics, skills, motivation, and attitudes of entrepreneurs. Analysis of own strengths and weaknesses related to business foundation and management.

### **Unit-II**

Creativity development: Methods supporting creative thinking and innovations and their application. The creative process in new product, service and organisational development Entrepreneurial opportunities recognition and development: Coming up with new ideas, innovation process. Recognition of unsatisfied market need and/or ineffectively used resources. Becoming an entrepreneur: Start-up activities and process, steps and challenges. Creativity and innovation in entrepreneurial organisations. Cultural diversity and creativity

### **Unit-III**

Buying an existing venture. Project validation: Techniques and concepts used for opportunity evaluation. Business idea development, business concept. - Acquisition of an entrepreneurial team and employees: composition and management of an entrepreneurial team, employee selection. Training of sales and negotiation skills. Business idea and intellectual property. Corporate entrepreneurship: the need for entrepreneurship in corporations, barriers and how to overcome them, innovation champion and his/her activities, entrepreneurship support.

### **Unit-IV**

Managing business growth: growth dimensions and phases. The role change: from an entrepreneur to a manager. Overcoming growth barriers. Self-development and time management, finding balance between business running and personal life. Business succession and exit strategies. Technology, creativity and innovation. Creative talent and the rise of the creative businesses

#### **References:**

1. Couger, C., Creativity and Innovation,IPP
2. Nina Jacob., Creativity in Organizations ,Wheeler
3. Jonne & Ceserani ., Innovation & Creativity ,Crest
4. HBS., Managing Creativity and Innovation, Harard Business School Publishing Corporation
5. Bridge S et al., Understanding Enterprise: Entrepreneurship and Small Business
6. Holt ., Entrepreneurship : New Venture Creation ,Prentice-Hall .
7. Hunger J D and Wheelen T L., Strategic Management , Addison-Wesley
8. Dollinger M J., Entrepreneurship , Prentice-Hall

## **MCBI: 106- ACCOUNTING FOR MANAGERS**

**Objective:** The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to train them in to use accounting information for managerial decision making.

### **Unit-I**

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methodology), and preparation of final accounts with adjustments. Brief Introduction of International Financial Reporting Standards (IFRS)

### **Unit-II**

Financial statement analysis, Ratio analysis, Common Size statements, Comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting , social and environmental accounting.

### **Unit-III**

Management accounting- concept, need importance and scope; cost accounting meaning, importance, methods, techniques and classification of costs, inventory valuation.

### **Unit-IV**

Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

### **References:**

1. Pandey, I.M ., Management Accounting Vikas Publishing House
2. Maheshwari, S.N., Financial Accounting Vikas Publishing House
3. Horngren, Sundem Introduction to Management Prentice Hall India& Stratton Accounting
4. R.K, Lele, Jawahar Accounting Theory HimalayaLal Publishing House
5. L.S. Porwaal Accounting Theory Tata McGraw Hill
6. A.K.Vashisht, J.S Management Accounting Unistar Books
7. Pasricha Pvt.Ltd.
8. S.P.Jain, K.L. Cost Accounting Principles Kalyani PublishersNarang & Practices
9. Bhattacharyya, Costing for Management Vikas Publishing

## MCBI: 107-WORKSHOP ON INFORMATION TECHNOLOGY

**Objective:** The Objective of this course is to teach the students the basic fundamentals of computer, its operational functions and tools and its uses in commerce and management.

### Unit-I

**Computer Literacy: Understand how a computer works..** Components of a computer. Machine language used by computers, the components of the hardware, and how it all fits together low-level workings of computer networks. Artificial intelligence, Creative aspects of Computer, an algorithm and a computer program, what are the underlying structure of a computer network, and computer crime, and the impact of computers on society.

### Unit-II

**Basics of the Computer:** Navigation of the computer-overview of basics , Saving on the computer, A:/drive, Minimize and Maximize ,Basic mouse features, Double-click and single-click ,Creating folders, Deleting files, Renaming files ,Customizing folder views, Keyboard familiarity. **Word basics:** Opening Programs from Start button Opening existing documents, Editing a document, Creating a new document, Undo , Highlighting shortcuts, Entering and formatting text, Bold, Italic, Underline, Center, right and left aligned, Change font and size , Save and Save as, Print preview and Printing, Find and Replace, Page numbers , Headers and footers, Changing margins, Using preset tabs, Showing hidden characters, Checking spelling, Finding help, Typing a business letter, Formatting the paragraphs, Double-spacing and single spacing , Moving and copying text, Creating a poster, Using word art, Drawing tools, Clipart, Copying a picture from a file

### Unit-III

Excel Basics: What is a spreadsheet and why would I use one?, Create a simple spreadsheet, Common ,Definitions: rows, columns, and cell, Formatting a cell, Demonstration of advanced features (by instructor), charts, graphs, formulas, sort, find, and filter. Basics of Microsoft Power Point.

### Unit-IV

**Internet Basics:** What's so great about the Internet?, Basic Navigating inside and between web pages, Copying text and graphics from the web, Bookmarks, Search engines and how to perform searches , How to evaluate websites?

### References:

1. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).
2. Basandra SK - Computers Today (Galgotia, 1st Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1st Edition).
4. Leon - Fundamentals of Information Technology, (Vikas)
5. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition).

## **MCBI: 108-WORKSHOP ON BUSINESS ETIQUETTE AND PROFESIONALISM**

**Objective:** The objective this course is to equip the students with the fundamentals of business etiquette and teach them to build relationship, create a professional appearance, develop positive relationship with co-workers, and practice cubicle and office etiquette. In addition the course will teach students the appropriate behavior and etiquette when using internet, in daily communications, and in meetings. Students also learn how to handle ethical dilemmas and personal issues, become a good conversationalist, and are courteous when communicating. Students also examine the appropriate etiquette for business meals and functions, as well as how to be a courteous traveler at home or abroad.

### **Unit-I**

Introduction to Business Etiquette: Business Etiquette-Meaning and Definition, Role of Good Manners in Business, the ABCs of Etiquette. Meeting and Greeting Scenarios: Guidelines for Receptionists, Making Introductions and Greeting People, Introducing a client, Introducing Yourself, The Protocol of Shaking Hands.

### **Unit-II**

Meeting & Board Room Protocol: Guidelines for Planning a Meeting, Guidelines for Attending a Meeting , Protocol for Chairperson and Members attending the meeting. The costs and benefits of meetings. Post meeting follow up.

Entertaining Etiquettes: Objectives, Introduction, Planning a Meal Meeting, Business Meals Basics, Basics of Table Etiquette, Eating the Meal, Issuing Invitations, Choosing the Appropriate Gift in the Business Environment. Office protocol: Office etiquette, Cubicle and office etiquette, Office relationships.

### **Unit-III**

Professionalism: Meaning and Definition, tips for business owners and career professionals, Trends in Professionalism, Balancing business with professionalism. Presenting yourself professionally, professional appearance, personal organization,, professional communications: Making introductions, Networking skills, active listening.

### **Unit-IV**

Professional conduct: Creating Impact-A code of Professional conduct, Appropriate use of the Internet, Ethical dilemmas, Personal issues in the workplace. Communicating in the workplace: Introductions, Conversations, Etiquette in meetings. Etiquette in communication: Telephone courtesy, E-mail etiquette, Writing guidelines,Cultural considerations. Traveling for business: The courteous traveler, International travel.

### **References:**

1. M. Kay Dupont., Business Etiquette and Professionalism, Crisp Learning
2. Axtel, Roger., Gestures. The Dos and Taboos of Body Language Around the World, John Wiley & Sons, New york.
3. Dresser, Norine., Multicultural Manners: New Rules of Etiquette for a Changing Society, , John Wiley & Sons
4. Pincus, Marilyn., Mastering Business Etiquette and Protocol, National Institute of Business Management New York.
5. Yager., Business Protocol, John Wiley & Sons.
6. Sabath Ann Marie, Business Etiquette In Brief, Holbrook, Massachusetts: Bob Adams, Inc,
7. Dresser, Norine., Multicultural Manners: New Rules of Etiquette for a Changing Society, John Wiley & Sons.
8. Mitchell, Mary., The Complete Idiot's Guide to Etiquette, Alpha Books

## MCBI: 201- ECONOMICS FOR INNOVATIVE BUSINESS DECISIONS

**Objective:** The objective of this course is to acquaint the students with the basic economic theory useful for taking innovative business decisions.

### Unit-I

Introduction to Managerial Economics: Managerial Decision Making and Economic Theory, Goals of the firm: Measuring and Maximizing Economic Profit, Economic Cost of Using Resources, Economic Profit versus Accounting Profit, Other Goals (Value Maximization, Revenue Maximization etc.), Forms of Business Organization, Separation of Ownership and Control, Pricing decisions under Risk and Uncertainty, The Principal-Agent Problem, Asymmetric Information, Moral Hazard and Adverse Selection. Demand Analysis: (A) Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity (at a point and over and interval), Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and Share in Total Expenditure; Cross- Price Elasticity, Substitutes and Complements; (B) Introduction to methods of demand estimation (C) Indifference curves, budget line and consumer equilibrium, ICC, PCC (idea only)

### Unit-II

Production and Cost Analysis -(A) Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP. (B) Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope, (C) Production with Two Variable Inputs, Iso-quants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Isocost Curves, Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function, (D) Law of supply, elasticity of supply, market equilibrium, changes in equilibrium.

### Unit-III

Managerial Decision Making under Alternative Market Structures-(A) Characteristics of Perfect Competition, Profit Maximization in Competitive Markets, Output Decision in the Short Run, Shut Down Point, Short Run Supply for the Firm and Industry; Output Decision in the Long Run, Break Even Point, Long Run Supply for the Perfectly Competitive Industry, Profit Maximizing Input Usage under Competitive Conditions; (B) Profit Maximization under Monopoly, Output and Pricing Decisions in the Short and Long Run, (C) Short and long run equilibrium under monopolistic competition (D) Interdependence of strategic decision making – oligopoly, Collusion – cartels, price leadership.

### Unit-IV

Pricing Decisions-Price Discrimination under Monopoly, Average Cost Pricing, Marginal cost pricing, Peak Load Pricing, Limit Pricing, Multi-product Pricing, Transfer Pricing. Externalities and Market Failure Understanding externalities and market failures, pricing under market failure

### References:

1. Damodaran, Suma – Managerial Economics – Oxford University Press
2. Hirschey, Mark – Economics for Managers – Thomson South-Western
3. Lipsey & Chrystal - Economics(Eleventh Edition) – Oxford University Press
4. V. L. Mote, Samuel Paul, G. S Gupta Managerial Economics , , Tata Mc Graw Hill

5. P. G Keat & Philip & Y. Young Managerial Economics , Pearson Education
6. A.Sen Microeconomics, ,OUP
7. A.Koutsoyiannis Modern Micro-economics:, Macmillan
8. Hirschey Managerial Economics, , Thomson learning

## MCBI:202- FINANCIAL MANAGEMENT

**Objective:** The objective is to provide conceptual knowledge of the tools of financial and Analysis and management and various long term source of finance. It also aims at helping them to develop skills for making financial decision in practical business situations.

### Unit-I

Introduction – traditional and modern Concept of Finance Function, nature, Scope and Importance, function and Financial decisions, Financial Environment. Financial Planning – Meaning and Steps in Financial Planning, Capitalization – Over and Under Capitalization, capitalization Theory.

### Unit-II

Capital Budgeting: Evaluation of Projects using DCF and Non DCF methods. Leverage – Meaning, Significance and Types. Cost of Capital; Simple problem based on Computation of Cost of Individual source of finance (Equity, Debt and Preference) and Weighted average cost of capital (WACC) using Book value and Market value Weights. Capital Structure and Cost of Capital, Theories of Capital Structure, Designing Optimal Capital Structure, EBIT, and EPS Analysis.

### Unit-III

Working Capital Management – Concepts, Needs and Nature of working Capital, Methods of determining Working Capital, Requirement, Financing and Control of Working Capital. Management of Earnings, Retained Earnings, and Dividend Policies, Dividend Practice and Dividend Models.

### Unit-IV

Management of long term funds, Source of Long term Finance, Financial Institutions and Term Lending Lease Financing, mergers and Acquisitions.

### References:

1. Rustagi R.P , Financial management, theory concept and problems ed. 3rd Galgotia Publication Company New Delhi.
2. Pandey I M., Financial management, 9th ed. Vikas Publication House Pvt. Ltd New delhi.
3. Chandra Prasanna , Financial management Theory and Practice ed.5th , Tata McGraw-Hill Publishing Company Ltd., New delhi
4. Khan M Y and P K Jain, Financial Management Text and Problems and Cases Tata McGraw-Hill Publishing Company Ltd., New delhi.
5. James. C. Van Horne., Financial Management and Policy., Pearson Education Asia.
6. Brealy and Myers., Principles of Corporate Finance., TAta McGraw Hill.
7. P.V. Kulkarni., Financial Management, Himalaya Publishing .
8. Lawrance G. Gite Man., Principles of Financial Management.,. Pearson.



## MCBI: 203-CORPORATE PERFORMANCE MEASUREMENT

**Objective:** The purpose of this course is to introduce students to the types of managerial information used to effectively and efficiently run the business. The emphasis is on understanding the kind of information to ask for in various decision settings and how to use it (the managerial function) as opposed to the technical details of how to produce the data (the accounting function).

### Unit-I

Corporate Performance Measurement-Need and Importance; Historical Overview; Product Costing in price estimates and profit management; Techniques to measure and enhance profitability and quality of products and services; Activity Based Management, Target and Kaizen costing; benchmarking and environmental costing; Flexible Budgeting, and Activity-based Budgeting.

### Unit-II

Setting of performance goals and incentives, and the use of diagnostic tools and control; systems to achieve the goals; Strategic Profitability Analysis; Measuring performance using Economic Value Added (EVA) methodology; Comparison between Return on Investment (ROI) and EVA methodology of measuring performance.

### Unit-III

Measurement of Corporate Performance through Balanced Scorecard and its value creation potential;. Rationality behind balance score card; performance dimensions of the balance score card; Throughput Accounting; Comparison of Activity Based Costing,

### Unit-IV

Information Systems aspects of management control; Control-needs of Information flow, and its consolidation in multi-locational setting; Management Control System and its applications; Responsibility Accounting-Meaning and Methodology, types of responsibility centres, organizational structure of responsibility centres; objectives and methods of transfer pricing, pricing corporate services and administration of transfer pricing.

### References:

1. Anthonu, R.N and Govindrajan, V., Management Control System, Tata McGraw-Hill New Delhi.
2. Atkinson, A., R.S. Kaplan and S.M. Young. *Management Accounting* (4th ed). New Jersey: Prentice Hall,
3. Friedlob, George T, Lydia, L.F Essentials of Corporate performance measurement, John Wiley and Sons inc.
4. Manzoni, Alex, Islam Sardar, M.N, Performance Measurement in Corporate Governance, Springer
5. Simon, R Performance Measurement and Control system for implementing strategy-Text and Cases, Prentice Hall
6. Merchant, K and Van-der-stede, W.A., Management Control System: Performance Evaluation and Incentives, Prentice Hall.
7. Marvin T. Howell., Actionable Performance Measurement-A Key to Success, American Society for Quality, Quality press, Milwaukee.
8. Merchant, K.A., Modern Management Control System: Text and Cases, Pearson Education Inc.

## MCBI:204 PRODUCTION AND OPERATIONS MANAGEMENT

**Objective:** The objective of this course is to provide conceptual knowledge about the operational aspects of business, modern productivity techniques and inventory management

### Unit-I

Operations management: Concept, Functions. Product Design and development – Product design and its characteristics: Product development process (Technical): Product development techniques .Process selection- Project, job, Batch, Mass and Process types of Production Systems. Product –Process Mix

### Unit-II

Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques. Facility Layout – Objectives: Advantages: Basic types of layouts. Capacity Planning – Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions. Production Planning & Control (PPC) –Concepts, Objectives, Functions. Work Study – Productivity: Method Study; Work Measurement.

### Unit-III

Introduction to modern productivity techniques – just in time, Kanban system. Total Quality Management & six sigma. Functions of Purchasing Management – Objectives, Functions: Methods: Procedure. Value analysis – Concepts. Stock control systems. Virtual factory concept. Production worksheets.

### Unit-IV

Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis.

### References:

1. Nair ., Production & Operations Management , Tata McGraw
2. Adam and Eben Production & Operations Management, Prentice Hall India.
3. Krajewski & Ritzman Operations Management , Pearson.
4. Buffa & Sarin Modern Production/OperationsManagement ,h John Wiley.
5. Chary Production & Operations Management Tata McGraw Hill
6. Bedi - Production Operations Management, McGraw Oxford
7. Pannerselvam – Production and Operations Management (PHI)
8. Adam & ebert – Production and Operations Management (PHI)

## MCBI: 205-BUSINESS INTELLIGENCE

**Objectives:** This course aims at giving the student an understanding of the area of business intelligence, from both a technical and a person/organization perspective and ways of finding business advantages. The student will have both a theoretical knowledge of relevant concepts of the area, as well as a more practically oriented view of possible tools and experiences of their use.

### Unit-1

**Business Intelligence Foundation :** Background Introduction, Concepts, information storing and retrieval, semantics and ontologies , handling unformatted information, handling information with many different formats, information logistics, interpreting information and learning

### Unit-II

**Business Intelligence Techniques:**

- A. Data Warehousing
- B. Data Mining and Techniques
- C. OLAP
- D. Business Intelligence System & Software

### Unit-III

**Decision Support System (DSS)**

- A. Concepts
- B. Basic Tools of DSS
- C. Process of Building DSS
- D. Decision Trees (DT)

### Unit-IV

**Customer Value Creation:** Mapping Customer Value Creation, perceived benefits and perceived costs, new strategies, techniques and technologies to win the customers. Customer Value Management (CVM), CVM Process.

**Customer relationship:** Role of commitment, loyalty and trust in customer relationships; managing customer relationships, customer lifetime value

### References :

1. Cindi Howsan., Successful Business Intelligence, The MCGraw-Hill Companies
2. Marakas G, Decision Support System, Prentice Hall.
3. Moss L.T and Shaku Atre, Business Intelligence Road Map, Addition Wesley
4. Parr Rud Oliivia., Business Intelligence-Success factors, John Wiley and Sons, New Jersey.
5. Turban E and Aronson J., Decision Support system and Intelligenct systems, Prentice Hall.
6. Turban, E, Sharda, R, Arnsson, J E, King, D, Pearson Prentice Hall, Business intelligence : a managerial approach
7. Vercellis Carlo., Business Intelligence-Data mining and optimization for decision making, John Wiley and Sons Ltd.
8. Zbigniew, M, Martin S, Mathew M, Constantin C., Adaptive Business Intelligence, Springer.

## MCBI: 206-OPERATIONS RESEARCH

**Objective:** The objective of this course is to acquaint the students with the resource allocation techniques and make them familiar with the methodology of finding the best solution in different managerial situations.

### Unit – I

Development – Definition– Characteristics and Phases – Types of models – Operation Research models – applications. ALLOCATION: Linear Programming Problem formulation – Graphical solution – Simplex method – Artificial variables techniques - Two-phase method, Big-M method – Duality Principle.

### Unit – II

TRANSPORTATION PROBLEM – Formulation – Optimal solution, unbalanced transportation problem – Degeneracy. Assignment problem – Formulation – Optimal solution - Variants of Assignment Problem- Traveling Salesman problem. SEQUENCING – Introduction – Flow –Shop sequencing – n jobs through two machines – n jobs through three machines – Job shop sequencing – two jobs through m' machines.

### Unit – III

REPLACEMENT: Introduction – Replacement of items that deteriorate with time when money value is not counted and counted – Replacement of items that fail Completely, group replacement.

THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games –graphical method.

### Unit –I V

WAITING LINES: Introduction – Single Channel – Poisson arrivals – exponential Service times – with infinite population and finite population models– Multichannel Poisson arrivals – exponential service times with infinite population single channel Poisson arrivals. INVENTORY: Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – shortages are not allowed – Stochastic models – demand may be discrete variable or continuous variable – Instantaneous production. Instantaneous demand and Continuous demand and no set up cost.

### References:

1. Taha, H.A. : Operations Research - An Introduction, Prentice Hall/ Pearson Education
2. Hillier, F.S. and Lieberman, G.J. : Operations Research, TMH
3. Anderson, Quantitative Methods for Business, 8th ed, Thomson learning
4. Kothari, Operations Research, Vikas
5. Anderson, Introduction to Management Science, 10th ed, Thomson learning
6. Bazaraa, M., Jarvis, J., and Sherali, M. : Linear Programming and Network Flows, Wiley.
7. Sharma, J.K. : Fundamentals of Operations Research, Macmillian
8. Srivastava U.K., Shenoy G.V. and Sharma S.C. : Quantitative Techniques for Managerial Decisions, New Age International.

## MCBI: 207-WORKSHOP ON BUSINESS RESEARCH METHODS

**Objective:** The objective of this course is to equip the students with latest tools of research in commerce and management to make them competent to analyse the market trends and behaviour.

### Unit-I

**Foundation of Research:** Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process; **Problem Identification & Formulation** Measurement Issues - Hypothesis - Qualities of good Hypotheses – Null Hypothesis & Alternative Hypothesis. Hypotheses Testing - Logic & Importance

### Unit-II

**Research Design** Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. **Qualitative and quantitative research:** Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. Measurement Concept of measurement – Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.

### Unit-III

**Attitude Scaling Techniques** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. **Types of Data** Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.

### Unit-IV

**Sampling:** Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. **Data Analysis** Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. Interpretation of Data and Report Writing - Layout of a Research Paper

#### References:

1. K. Bhattacharya : Research Methodology, Excel Books.
2. Cooper, Business Research Method, TMH
3. Saunder, Research Methods for Business Students, Pearson Education
4. Zikmund, Business Research Methods, 7th Ed, Thomson Learning
5. C. R. Kothari : Research Methodology – Methods and Techniques, Wiley
6. Eastern.
7. D. J. Luck & R. S. Rubin : Marketing Research, Prentice – Hall
8. Hair, Anderson, Tatham, Black : Multivariate Data analysis, Pearson Education

## **MCBI: 208-SUMMER TRAINING REPORT AND VIVA VOCE**

After the Completion of Second Semester Examination the students will go on 6-8 Weeks summer training in various Industrial undertakings, banking and financial services institutions, and Retail Sector organizations, undertake a project there to study a particular problem and file three copies of summer training report with in 15 days completion of the training. The student has to file a certificate of completion of training issued by training organization. A VIVA-VOCE Examination will be conducted by the External examiner appointed by the University on the problems undertaken in the summer training report.

## MCBI: 301-BUSINESS LEGISLATION

**Objective:** The basic objective of this course is to acquaint the students with the business laws and its operational knowledge to run the business.

### Unit-I

Law of Contract: Definition, Essentials and Types of Contracts, Offer: definition and essentials, Acceptance-definition and essentials, Consideration- definition and essentials, Exceptions to the rule ‘no consideration, no contract,’ Doctrine of Privity of Contract, Capacity of Parties, Free Consent, Quasi Contract, Legality of Object, Performance of Contract, Termination of contract, Breach of Contract and Remedies. Law of Agency: Essentials, kinds of agents, Rights and Duties of Agent and Principal, Creation of Agency, Termination of Agency Bailment and Pledge –Bailment, Definition, Essential Elements, Rights and Duties of Bailor and Bailee. Pledge- Essentials, Rights and Duties of Pledger and Pledgee

### Unit-II

Negotiable Instruments Act 1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques. Parties to Negotiable Instruments, Negotiation, Presentment, Discharge and Dishonor of Negotiable Instruments. Law of Insurance – General Principles of Insurance and Life Insurance. Sale of Goods Act 1930: Definition of sale, Sale v/s Agreement to Sell, Goods, Price and Time, Condition and Warranties, Express and Implied Conditions, “Doctrine of Caveat Emptor”, Performance of Contract of Sale, Rights of Unpaid Seller.

### Unit-III

Law of Partnership 1932: Definition, Essentials of Partnership, Formation of Partnerships, Kinds of Partners, Authorities, Rights and Liabilities of Partners, Registration of Partnership, Dissolution of Partnership Firm. Companies Act 1956: Definition, Characteristics and Kinds of Companies, Steps in Formation of Company. Memorandum of Association, Articles of Association and Prospectus. Shares: Kinds of Shares, Kinds of Debentures. Directors: Appointment, Power, Duties and Liabilities of Directors. Meeting and Resolutions: Types of Meetings. Auditor: Appointment, Rights and Liabilities of Auditor. Modes of Winding-up of a Company.

### Unit-IV

FEMA: Meaning, Objectives and Scope. Consumer Protection Act 1986: Objectives, Definition, Consumer Protection Councils. Right to Information Act.

### References:

1. N. D. Kapoor : Mercantile Law including Industrial Law, Sultan Chand.
2. P. P. S. Gogna : A Textbook of Business Law, S. Chand & Co.
3. S. S. Gulshan & G. K. Kapoor : Business Law, New Age International.
4. M. S. Pandit & S. Pandit : Business Law, Himalaya Publishing.
5. K. R. Bulchandani : Business Law, Himalaya Publishing

## **MCBI: 302-TECHNOLOGY MANAGEMENT AND INNOVATIONS**

**Objective:** The objective of this course is to acquaint the students with various aspects of innovations in technology and its impact on business.

### **Unit-I**

Technology management: Scope, components. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis, steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.

### **Unit-II**

Technology forecasting need, methodology and methods. Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics. Technology Choice and Evaluation , Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.

### **Unit-III**

Technology Transfer and Acquisition Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU. Technology Adoption and Productivity, Adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.

### **Unit-IV**

Technology Absorption and Innovation , present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations. Technology Measurement. Technology Audit.

### **References:**

1. Gerard H. Gaynor, " Handbook of Technology Management", Mc-Graw Hill
2. Noori H & Radford R.W, " Reading and cases in Management of New Technology, Englewood Cliffs, N.J Prentice Hall, 1990.
3. Bowonder b. and Miyake T., Technological forecasting, Methodologies and Case Studies.



## MCBI: 303-INNOVATIONS IN HUMAN RESOURCES MANAGEMENT

**Objective:** The objective of this course is to introduce the concept of Human Resources Management and latest innovative aspects in managing the human capital.

### Unit-I

Concept, Nature and scope of Human Resource Management; Human Capital: Work force Challenges in the 21<sup>st</sup> Century; Multi-sector workforce: Challenges and effective practices; Growth and development of Human Resource Management in India, Emerging trends of HRM in global economy. Human Resource Management for advanced technology, HR strategies for managing innovations.

### Unit-II

**Creating the Human Resource base:** Concept of equal employment opportunity, Recruitment & Selection-Concept & Objective Concept of affirmative action (Reservation for priority categories), Selection: Procedure, Tests and Interviews Orientation, Promotion: Bases of Promotion, Transfer: Types of Transfer, Separations, and Outplacement.

### Unit-III

**Developing Human Resources:** Training & Development-Concept, Training Vs Development, Learning Principle, Training need assessment, Types of training programmes, on-the-job and off-the-job, In basket Training, Transactional Analysis, Sensitivity Training, Grid training, Apprenticeship training; Evaluation of Training Programmes.

### Unit-IV

#### **Monitoring and Evaluation**

Performance Management- Performance Appraisal – objectives, uses, methods, Traditional vs. Modern Methods, Management by objectives (MBO), Assessment center, 360 Appraisal, BARS, Kaizen, JIT and QC.

#### **References:**

1. Alec Reed., Innovation in Human Resource Management, CIPD London.
2. Sistare, Hannah S., Innovations in Human Resource Management: Getting the Public work done in 21<sup>st</sup> Century, M.E Sharpe, Inc.
3. V.S.P. Rao : Human Resource Management, Excel Books
4. Pattanayek, Human Resource Management, PHI
5. E.A. Ramaswamy : Managing Human Resources, OUP
6. Bohlander, Managing Human Resources, 13th ed, Thomson Learning
7. Weightman, Managing Human Resources, Jaico
8. Mathis, Human Resource Management, 10th ed, Thomson Learning
9. S. Venkataratnam & B.K. Srivastava : Personnel Management and Human Resources, Tata McGraw Hill
10. Dessler, Human Resource Management, Pearson Education/PHI

## **MCBI:304-INTELLECTUAL PROPERTY LAWS**

**Objective:** The Objective of this paper is to acquaint the students with basic knowledge of Intellectual property laws in India and in international scenario.

### **Unit-I**

Intellectual Property Rights (IPR) Introduction - Invention and Creativity - Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property (i. Movable Property ii. Immovable Property and iii. Intellectual Property). Economic Importance of Intellectual Property. International Scenario: TRIPS and other Treaties.

### **Unit-II**

Copy Right: Introduction to Copyright, The Copyright Act, 1957, Copyright vis-à-vis Digital Technology, Software Copyright. Implication of International Conventions in India.

### **Unit-III**

Industrial Design: Need for Protection of Industrial Designs, The Designs Act, 2000 International Regime relating to Industrial Design. Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels - Application Procedures.

### **Unit-IV**

Trademark and Passing Off: Introduction to Trade Mark and its Relevance and Need for Protection, Trade Mark Act, 1999, Passing Off. Exhaustion of Right in Trade Mark Domain Name dispute and cyber squatting. Introduction to Patents Indian Patent Act, 1970 International Regime relating to Patent: Convention and Treaties, Relevant provisions under TRIPs Drug Patent vis-à-vis Public Health, Software Patent.

### **References:**

1. Subbaram N.R. " Handbook of Indian Patent Law and Practice ", S. Viswanathan (Printers andPublishers) Pvt. Ltd., 1998.
2. Eli Whitney, United States Patent Number : 72X, Cotton Gin, March 14, 1794.
3. Intellectual Property Today : Volume 8, No. 5, May 2001, [www.iptoday.com].
4. Using the Internet for non-patent prior art searches, Derwent IP Matters, July 2000.

## **MCBI: 305-WORKSHOP ON REGULATORY FRAMEWORK FOR BANKS AND FINANCIAL SERVICES**

**Objective:** The objective of this course is to make the students familiar with the regulatory frame work of banks and financial services in India.

### **Unit-I**

Evolution of legislative regulation of banking in India; prudential policy framework for banking regulation and supervision; Banking Regulation Act, 1949; Reserve Bank of India Act, Bank Nationalization Act, 1969; A Study of Negotiable Instruments Act, 1881 based on case law.

### **Unit-II**

The Regional rural banks act, 1976; Regulatory issues and developments in the financial services sector; Indian Insurance Contract. A Study of Indian Insurance Act, 1938. Principle, Policy Conditions, Policies and Organizations of Life Insurance.

### **Unit-III**

General Insurance Business Act, 1972. General Insurance Corporation of India Act, 1976. Practice of Fire, Marine and Miscellaneous Insurance General Insurance in India– Organisation and Management of General Insurance Companies in India. Regulatory framework for Non-Banking Finance Companies (NBFC's) in India; Registration of NBFC's; Procedure of Registration of NBFC's With RBI; Types of NBFC's registered with RBI; Regulations relating to acceptance of deposits by NBFC's.

### **Unit-IV**

The Laws relating to regulation of Housing Finance in India; National Housing Bank Act, 1987. Depository Services: [SEBI (Depositories and Participants) Regulations,1996]: Introduction, opening and account, filling of dematerialization and rematerialisation request forms, filling the forms for sale and purchase instructions to DPs. Mutual Funds [under SEBI (MF) Regulations 1996] : Introduction, Studying contents of Trust Deed and Investment Management Agreement of a mutual fund, Computation of N.A.V. considering all relevant provisions.

### **References:**

1. Tannan Mohal Lal., Banking Law and Practice in India, Thacker
2. Seth H.D, Srivastava A.B, Elumalai K, and Seth's Banking Laws, Law Publishers India.
3. Tyagi C.L, Tyagi Madhu, Insurance Law and Practice, Atlantic Publishers and Distributors Ltd.
4. Khan M.Y., Financial Services, Tata McGraw Hill
5. Kothari Rajesh., Financial Services in India: Concept and application, Sage publication India pvt Ltd.
6. Tripathy N.P., Financial Instruments and Services, Prentice Hall of India.
7. Goyal Alok, Goyal Mridula., Financial Market Operations, V.K (India) Enterprises.
8. Haslem, John.A., Mutual Funds: Risk and performance analysis, Blackwell publishing.

## **MCBI: 306- WORKSHOP ON FOREIGN TRADE PROCEDURES AND DOCUMENTATION**

**Objective:** The course aims at providing knowledge of foreign trade laws , Import-Export procedure. The course will help to equip the students with the skill of handling the import export documentation.

### **Unit-I**

Foreign Trade (Development and Regulation) Act, 1992: Definitions and provisions, Power of Central Government to make order and announce Export Import policy. Powers to make provisions relating to import and export. Export and Import policy, Appointment of Director General of Foreign Trade, its functions and powers, Importer , Exporter Code Number and licence. Suspension and cancellation of importer-exporter code number, issue suspension and cancellation of license.

### **Unit-II**

The Foreign Exchange Management Act, 1999-Objective, Definition and provisions; Regulations and Management of Foreign Exchange; Methods of payment; exchange rate system; Functions of Foreign Exchange market; Forex derivatives for Currency risk management.

### **Unit-III**

Documents for starting up a new export venture, aligned documentation system: meaning rationale, various documents, EDI initiative, methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit, pre-shipment credit: meaning, procedure, rates, documents needed, post shipment credit: meaning, procedure, types and documents needed.

### **Unit-IV**

Processing of export order: stages in implementing export transaction, procedures and documents related to quality control –ISO 9000, ISO- 14000, marine insurance: types of marine insurance, marine losses, procedure and documents needed for claim.

### **References:**

1. Paras, Ram., Exports: Why, Where and How.
2. Ministry of Commerce, Government of India., Handbook of procedures Volume I & II
3. Cherunilm, Francis., International Business-Text and Cases, Prentice Hall of India Pvt Limited.
4. Jain, S.C, Export Procedures and Documents, South western Publishing.
5. Rai Usha Kiran., Export-Import and Logistics Management, Prentice Hall of India Pvt Limited.
6. Varshney, R.L & Bhattacharya., International Marketing Management, Sultan Chand and Sons.

## **MCBI: 307-INNOVATIONS IN FINANCIAL SERVICES**

**Objectives:** The objective of this course is to make the students familiar with the types of various innovations taking place in the field of financial services and its regulatory mechanism.

### **Unit-I**

Financial Services: Meaning and Concept; features and kinds of financial services; financial intermediaries rendering financial services; Emerging paradigm in financial services; comparison between “The Traditional paradigm” and “The Emerging Paradigm” in financial services; The role of financial services sector in expanding economic opportunity; Organization of the financial services industry.

Innovations in Financial regulation: Need for Regulation of Financial Market, Theoretical and economic perspective of regulation, international regulatory framework, WTO and Service, Deregulation of Indian financial system, revolution of financial services, financial system and securitized financial system, Innovations in the functions of stock exchange, mechanism of share trading, features of share trading, margin trading, securities organization, debt market, government securities market, regulations for primary and secondary market.

### **Unit-II**

Product Innovations in Financial Services; Depository services, Depository participants, Services offered by depository participants, innovative products offered by depository participants; process of dematerialization, difference between physical and electronic holding of securities; Innovations in Broking services, Trading in equity and trading in debt. Product and services innovations in Mutual funds; Product and services innovations insurance services: Life and Non life products.

### **Unit-III**

Innovations in debt securitization, securitization as a funding mechanism, securitisation of mortgaged and non-mortgaged Assets. Credit rating: Meaning, process, types ; Methodology of credit rating, credit rating in India.

Product and services innovations in housing finance; Housing finance schemes, procedure of loan disbursement, Housing finance institutions in India;

### **Unit-IV**

Plastic Money as a innovative financial product: Credit, Debit Cards, Merits and Demerits - Settlement Procedure – Uses of Credit Cards - Member Establishments - Member Affiliates and their Benefits.

Origin of leasing, Development of Leasing in India, Classification, Financial Lease and Operating Lease, Advantages and Disadvantages of Leasing, Hire Purchase: Lease and Hire Purchase Distinguished - Effective Interest Rate - Legal Aspects - Tax Implications Factoring: Concept and Forms of Factoring - Factoring and Bills Discounting Distinguished - Factoring vis-à-vis Forfeiting - Legal Aspects of Factoring, Venture capital financing

### **References:**

1. Anderloni Luisa, Llewellyn David T., Financial Innovations in Retail and Corporate Bankin, Edward edgar publishing limited.
2. Bansal.L.K., Merchant Banking and Financial Services, Unistar Publications.
3. Fasnacht.Daniel., Open innovations in the financial services, Springer.
4. Philip Molyneux, Nidal Shamroukh, Financial innovation, Wiley.
5. Khan MY., Indian Financial Services, Tata MCGraw Hill.
6. Avdhani. V.A., Marketing of Financial Services, Himalaya Publishing House.
7. Bhalla.V.K., Management of Financial Services, Anmol Publicaitons.
8. Gupta Shashi. K., Financial Services, Kalyani Publishers.

## **MCBI: 308-INNOVATIONS IN INTERNATIONAL BUSINESS**

**Objective:** The objective of this course is to introduce to the students the concept of international business, its environment, its working and challenges.

### **Unit – I**

International Business: Nature, importance and scope; Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment.

### **Unit-II**

International Economic Environment: World economic and trading situation; International economic institutions and agreements – WTO, UNCAD, IMF, World Bank; Generalized system of preferences, GSTP; International commodity agreements.

### **Unit – III**

Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types. Nature of International Business Environment : Forces – Political environment – Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies

### **Unit – IV**

**Foreign Investment:** Capital flows – types and theories of foreign investment; foreign investment flows and barriers.- Foreign Direct Investment

### **References:**

1. Apte, P.G: International Financial Management, Tata McGraw hill, New Delhi.
2. Buckley, Adrian; Multinational Finance, Prentice Hall, New Defhi.
3. Eitman, D.K. and A.I Stenehilf: Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H Scott: international Financial Management, McGraw Hill, international Edition.
5. Levi, Maurice D: International Finance, McGraw-Hill, International Edition

## MCBI: 309-INNOVATIONS IN MARKETING

**Objectives:** The course will help participants understand the major concepts and tools of marketing, the environment and how marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships. In that process, they ensure share of the market, share of the mind and add to the bottom line.

### Unit-I

**Marketing Concepts & Challenges:** Nature and scope of Marketing Management, Marketing process, Marketing environment, Marketing Organizations, Marketing Challenges, Marketing in 21<sup>st</sup> Century-Innovative approaches (Concepts of Green Marketing, Social Marketing), and Marketing Mix.

### Unit-II

**Marketing Planning & Control :**Marketing Planning and Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analysing the competitors, Defining the competitive strategy and Marketing Control- Control process.

### Unit-III

**Understanding Customer and Marketing Information System:** Types of Consumers, Factors influencing consumer behaviour, Consumer Decision making Process, MIS-subsystems, Conducting Marketing Research and Demand forecasting.

### Unit-IV

#### **Marketing Strategy:**

Market Segmentation, Targeting and Positioning, Brand Equity and Crafting Brand Positioning. Internet Marketing-An innovative approach: terminology, foundations of internet commerce, Internet micro and macro environment, Consumer behaviour on the internet, Concepts of B2B and B2C market, marketing strategy on the internet especially segmenting, targeting and positioning business models on the web.

#### **References:**

1. Phillip Kotler : Marketing Management : Prentice Hall/ Pearson Education
2. W.J. Stanton : Fundamentals of Marketing : McGraw Hill
3. Palmer, Principles of marketing, OUP
4. Czinkota, Marketing Management, Vikas
5. B.K. Chatterjee, Marketing Management , Jaico
6. Hoffman, Marketing Best Practices, 2nd Ed, Thomson Learning
7. W.Zikmund & M.D' Amico : Marketing : John Wiley & Sons
8. Rajan Saxena : Marketing Management : Tata McGraw Hill
9. Lamb, Marketing, 7th Ed, Thomson Learning
10. V.S. Ramaswamy & S. Namakumari : Marketing Management : Macmillan
11. J C Gandhi : Marketing : Tata McGraw Hill
12. S.V Patankar : Services Marketing : Himalaya
13. W D Perreault & E J McCarthy : Basic Marketing : Tata McGraw Hill
14. Zikmund, Marketing, 7th Ed, Thomson Learning

## **MCBI: 310-INNOVATIONS IN ELECTRONIC COMMERCE**

**Objective:** The objective of this course is to acquaint the students with the concept of Electronic commerce, its techniques and tools to management the business professionally.

### **Unit-I**

Electronic Communication: PCs and Networking, E-Mail, Internet, Intranet, Extranet.

### **Unit-II**

Introduction to E-Commerce, Types of E-Commerce: B2B, B2C, C2C, G2G, G2E, G2C, E-Business Models & Markets, Techniques and Tools, E-Commerce Providers and Vendors.

### **Unit-III**

Building Blocks for E-Commerce: Electronic Data Interchange, Business Processes Reengineering, Management of Change, Mobile Electronic Commerce.

### **Unit-IV**

Legal Issues, Cyber Security, Cyber Crimes, Information Technology Act, Public Key Infrastructure, Electronic Payment System & Internet Banking. Case Studies & Examples of Commercial Websites.

### **References:**

1. Candy.G.H. and Part McGreger, The internet, BPB, 1999.
2. Carpenter, Phil, E.Brands, HBS, Press, Boston, 2000.
3. Keen.Peter and Mark.McDonalds, The e-Process Edge, Delhi, TMH, 2000.
4. Mann.Catherine, Global Electronic Commerce, Institute for International Economics, Washington DC 2000.
6. Oberoi.Sundeep, e-Security and You, Delhi, TMH, 2001.
7. Rich.Jason.R, Starting and E-Commerce Business, IDG Books, Delhi, 2000.
8. Samanth, Shurety, E-Business with Net Commerce, Addison Wesley, Singapore, 2001.
9. Charles Trepper, E-Commerce Strategies, PHI.
10. Kiesen, Managing your E-Commerce, PHI.



## MCBI: 401-KNOWLEDGE MANAGEMENT

**Objective:** The objective of this course is to acquaint the students with the concept of knowledge management, knowledge creation and techniques.

### Unit-I

Introduction: Definition, evolution, need, drivers, scope, approaches in Organizations, strategies in organizations, components and functions, - understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

### Unit-II

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization.

### Unit-III

Knowledge management system life cycle, managing knowledge workers, - knowledge audit, and knowledge management practices in organizations, few case studies.

### Unit-IV

Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

### References:

1. Honeycutt, "Knowledge Management Strategies", PHI, New Delhi, 2000
2. Archana Shukla & Srinivasan R. "Designing Knowledge Management Architecture", Sage India Publications, New Delhi, 2002.
3. Binod Khadria, "The Management of Knowledge Workers" Sage India Publications, New Delhi, 1999.
4. Likotp Lpmals & Uiroataka Taccuchi, "The Knowledge – Creating Company", Oxford University Press, London, 1995.
5. Madhukar Shukla "Comparing through Knowledge - Building a learning Organisation" Response Books, New Delhi, 1997.
6. Yogesh Malhotra "Knowledge Management and Business Model Innovation" Idea group publication, UK, 2001.
7. Yogesh Malhotra "Knowledge Management and Virtual Organisations" Idea group publication, UK, 2001.

## MCBI: 402-ENVIRONMENTAL LAWS AND MANAGEMENT

**Objective:** The objective of this course is to acquaint the students with the current environmental laws and policies of the government. The course will also innovate the students in the field of environment management to make the business environment friendly.

### Unit-I

**Introduction to Environmental Law and Policy:** Concept of Law & Policy, Environmental Law and the Indian Constitution, Law of Crimes & Tort and Environment, Environmental Justice, Equity and Governance, The Environment (Protection) Act, 1986 and Draft National Environmental, Policy 2006

### Unit-II

Environmental Audit. Environmental Management Systems Standards: ISO 14000 (EMS). Related Issues in Environmental Management. Environmental Design. Environmental Economics. Basics of Data base Management System (DBMS), Geographic Information System (GIS) and Remote Sensing Geographic Information System (GIS) and Remote Sensing in Environmental Management.

### Unit-III

Principles of Environmental Management. Principles of Ecology, Environment & Environmental Management. Policies and Legal Aspect of Environmental management. Environmental Issues, Policies and regulation Impact of urbanization and industrialization, Environmental Impact Assessment, restoration of degraded ecosystems, bioremediation, environmental pollution, global climatic change.

### Unit-IV

**Trade and Environment:** Introduction to Trade and Environment, Negotiations on Trade and Environment, GATT, WTO, DOHA and beyond, Committee on Trade and Environment, WTO agreements and its relevance to multilateral, Environmental agreements (MEAs)

**Green Business:** Principles and practices of creating and managing a green business. Strategies for setting business goals for sustainability. Aspects of sustainable business practices. Social Responsibility, Firms and Sustainable Development

### References:

1. Armin Rosencranz, Shyam Divan, Martha L. Noble., Environmental law and policy in India: cases, materials, and statutes, Tripathi Publishers.
2. Barrow C.J., Environmental Management for Sustainable Development, Routledge (Taylor and Francis Group).
3. Desai Bharat., Environmental Laws of India: Basic documents, Lancers books.
4. Singh R.B., Misra Suresh., Environmental Laws in India: Issues and Responses, Concept Publishing Company, New Delhi.
5. Singh Gurdip., Environmental Laws in India, Macmillian India.
6. Krishnamoorthy Bala., Environmental Management, Prentice Hall of India Pvt Ltd.
7. Rohrllich G.F., Environmental Management: Economic and Social Development, Ballinger Pub. Co
8. Wilson. G.A., Braynt R.L., Environmental Management:New Directions for the 21<sup>st</sup> century, Routledge (Taylor and Francis Group).

## MCBI:403-BUSINESS ETHICS AND CORPORATE GOVERNANCE

**Objectives:** *To orient students into the ethical orientation in various functional areas of management decision making.*

### Unit-I

Ethics in Business: Ethical Theories and Approaches – Teleological, Deontological, Virtue and system development theories; Conflict between moral demands and interest and Ethics in work. Ethical Aspects in Marketing ,Finance, HRM and Ethics in Global Business .

### Unit-II

Corporate Governance: Corporate Governance – Meaning, Definition and role, Historical developments, Introduction to agency concepts and problems, Market model of governance, benefits of good governance to companies. Committees on Corporate Governance, International efforts on Corporate Governance-Cadbury Committee, Hampel Committee, Greenbury Committee, OECD Principles. Corporate Governance in Indian Scenario-Growth and Development.

### Unit-III

Corporate Governance and financial performance. Role Players in Corporate Governance: SEBI, Institute of Companies Secretaries of India, Institute of Chartered Accountants of India and Government. Corporate Governance and Companies Act 1956. Role of Directors. Harmonization of Accounting Standards.

### Unit-IV

Business Ethics and Corporate Governance: Introduction, Importance and need for Business Ethics, Corporate Governance ethics. Roots of unethical behavior and issues, National and International Corporate frauds, role of investors.

### References:

1. S. K. Chakraborty : Values and Ethics in Organisation, OUP
2. R. Roj : A study in Business Ethics, Himalaya Publishing.
3. A. N. Tripathi : Human Values, New Age International
4. L. T. Hosmer : The Ethics of Management, Universal Book.
5. D. Murray : Ethics in Organizational, Kogan Page. WBUT
6. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
7. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).

## **MCBI:404- BUSINESS PROCESS RE-ENGINEERING AND QUALITY MANAGEMENT**

**Objective:** To introduce students with Business Process Re-Engineering, its methodology and the concept of quality management in Industry.

### **Unit-I**

Introduction to Business Process Re-Engineering (BPR)-History and Basics of BPR, Need and benefits of BPR. Overview of Business Process Re-engineering: Changing business processes: the importance of technology as a driver for organizational change. Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change. Business Process Analysis and Selection- Process Mapping and Process Analysis; Business Process Redesign- Assumption Surfacing & Idea Generation, & Selection and Integration, and Process Validation. Detailed Process Design- Process Structure, Technology Structure and Organization Structure.

### **Unit-II**

BPR Implementation methodology,: Necessary attributes of BPR Methodology, Different phases of BPR methodology, BPR Models, Common steps to be taken for implementation of BPR.BPR in Manufacturing Industry-Enablers of BPR in Manufacturing-Agile manufacturing, Lean manufacturing, Just in Time (JIT), Collaborative manufacturing, Intelligent manufacturing, production planning, product planning and development, supply chain management.

### **Unit-III**

**INTRODUCTION :** Definition of quality, dimensions of quality, quality planning, quality costs – Analysis techniques for quality costs, basic concepts of Total Quality Management, historical review, principles of TQM, leadership - concepts, role of senior management, quality council, quality statements, strategic planning, Deming philosophy, barriers to TQM implementation.

### **Unit-IV**

**TQM PRINCIPLES** Customer satisfaction - customer perception of quality, customer complaints, service quality, customer retention, employee involvement - motivation, empowerment, teams, recognition and reward, performance appraisal, benefits, continuous process improvement - Juran trilogy, PDSA cycle, 5S, Kaizen, supplier partnership - partnering, sourcing, supplier selection, supplier rating, relationship development, performance measures - basic concepts, strategy, performance measure. **QUALITY SYSTEMS** Need for ISO 9000 and other quality systems, ISO 9000:2000 quality system - elements, implementation of quality system, documentation, quality auditing, QS 9000, ISO 14000 - concept, requirements and benefits

### **References:**

1. Collin Coulson, Thomos, Business Process Re-Engineering: Myths and realities, Kogan.
2. Dey, B.R., Business Process Re-Engineering and Change Management, Biztantara, New Delhi.
3. R.Radhakrishnan and S.Balasubramanian “Buisness Process Reengineering: Text Cases”, PHI,
4. Dale H. Besterfield et al, Total Quality Management, Pearson Education Asia,
5. James R.Evans and William M. Lidsay, The Management and Control of Quality, South-Western (Thomson Learning),
6. Feigenbaum A. V., Total Quality Management, McGraw Hill, Singapore,1991

7. Oakland J. S., Total Quality Management, Butterworth - Heinemann Ltd., Oxford,
8. Narayana V. and Sreenivasan N.S., Quality Management - Concepts and Tasks, New Age International, New Delhi.

## **MCBI: 407-INNOVATIONS IN INTERNATIONAL FINANCE**

**Objectives:** The objective of this paper is to acquaint the students with the innovations in the financial management in the open economies featured by large volume of international trade and high international mobility of factors of production.

### **Unit-I**

Foundations of international finance; The importance, rewards and risks of international finance; Some recent innovations in international finance-product innovations, securitization, liberalization of domestic financial market practices, incentives resulting from regulations, improvements in technology, increased financial volatility, competition in financial sector and advances in financial research; different faces of risk management and control;

### **Unit-II**

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

### **Unit-III**

Evolution of The International Monetary and Financial System ; Managing Short-Term Assets and Liabilities, Long-Run Investment Decisions – The Foreign Investment Decision, Political Risk Management, Multinational Capital Budgeting – Application and Interpretation,

### **Unit-IV**

Cost of Capital and Capital Structure of the Multinational Firm  
Dividend Policy of the Multinational Firm,  
Taxation of the Multinational Firm, Country Risk Analysis, Long Term Financing.

### **Reference :**

1. Apte international Financial Management, TMH, 2002.
2. Abdullah.F.A, Financial Mangement for the Multinational Firm, Englewood Cliffs, PHI, 1987.
3. Eiteman, D.K., Stonehill, A.I and Moffett,M.H., Multinational Business Finance, Pearson Education.
4. Bhalla.V.K., international Financial Management, Anmol, 2001.
5. Buckley, Adrian, Multinational Finance, PHI, 1996.
6. Kim.Suk and Kim.Seung, Global Corporate Finance: Text and Cases, Miami Florida, Koib, 1993.
7. Shapiro, Alan.C, Multinational Financial Management, John Wiley & Sons, inc.
8. Madura, J., International corporate Finance, Thoson South-Western.

## **MCBI: 408-INNOVATIONS IN RETAIL AND SUPPLY CHAIN MANAGEMENT**

**Objective:** The objective of this course is to acquaint the students with the innovations which are taking place in the field of retail management and expose them to the modern concept of retail and supply chains management.

### **Unit-I**

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. Innovations in the Retail Industry and IT revolution. The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

### **Unit-II**

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Non store-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Mobile point of sale, Customer identification using RFID, E-catalogue based selling, Digital signage, Intelligent data base. Promotional Strategies used in retailing. Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, the Store and its Image, the External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

### **Unit-III**

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality. Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, the Internalization Process.

### **Unit-IV**

Concept of Supply Chain Management: Difference between retail supply chain and manufacturing supply chain, supply chain and logistics. Category and format specific supply chain issues: Food and Grocery supply chain, Apparel and Footwear retailing supply chain, Consumer electronic retailing supply chain, Jewelry, , Home furnishing, Health and Beauty, pharmacy , books and others retailing supply chain .

### **Reference:**

1. Newman A.J. and Cullen P - Retailing : Environment and Operations (Vikas, 1st Ed.)
2. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
3. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning,
5. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)
6. Newman and Cullen - Retailing (Cengage Learning, 1st Ed.)
7. Vedmani G. Gibson - Retail Management - Functional Principles & Practice (Jaico Publications,
8. R. Ray., Supply Chain Management for Retailing, Tata McGraw Hill.

## **MCBI:409-INNOVATIONS IN INFORMATION TECHNOLOGY FOR BUSINESS**

**Objective:** *The objective of this course is to familiarize the students with the management information system in the business world.*

### **Unit-I**

Fundamentals of Information Systems, Systems approach to Problem Solving, Developing IS Solutions, Case studies.

### **Unit-II**

Corporate Databases: Data Organization, Data Arrangement and Access, Creating the Database, Database Management, DBMS Components, Data Models, Data Security. Case studies.

### **Unit-III**

Transaction Processing System, Decision Support System, Executive Information Systems, Expert Systems, Information Systems in Marketing, Manufacturing, HRM, Accounting and Finance. Case studies.

### **Unit-IV**

Information Resource Management, Planning, Implementing & Controlling Information Systems, Computer Crimes, Security, Privacy, Ethics & Social issues. Case studies.

### **References:**

1. Joseph, P.T.(2005). *E-Commerce: An Indian perspective(2e)*, New Delhi : Prentice-Hall of India
2. Canzer, B(2005). *E-Business and Commerce: Strategic thinking and practice (Indian adaptation)*, New Delhi: Biztantra (Originally published by Houghton Mifflin Co., USA)
3. Eisenmann, T.R.(2002). *Internet business models : texts and cases*, New York: McGraw-Hill Irwin.
4. Rayport, J.F. & Jaworski, B.J.(2002). *Introduction to e-commerce*, New York: McGraw-Hill Irwin.



## MCBI:410- INNOVATIONS IN HUMAN RESOURCE DEVELOPMENT

**Objective:** The aim of this course is to provide students with the theory and practice of human resource development (HRD) - a framework for helping employees to develop their personal and organizational skills, knowledge and abilities. Students will gain insights into how HRD has evolved over time to ensure that an organization has the most appropriate means to train employees and to fully exploit the organizations store of knowledge.

### Unit-I

Human Resource Development (HRD) : Meaning and concept, Human Resource Development Vs Human Resource Management , HRD Philosophy and Goals of HRD, HRD Sub-systems/Process Mechanisms , HRD Intervention Mechanism. The evolution of the theory and practice of HRD;The impacts of globalization on HRD; Shifts in HRD thinking and practice: from training to learning; from formal intervention to informal workplace learning, and others.

### Unit-II

Roles and functions of human resource development: Developing human and social capital Undertaking a training needs analysis (TNA) Key stages in the development of the HRD strategy ; The roles of the HRD practitioner and line manager in integrating learning in the workplace ; Selecting and training trainers and facilitators ; Formal training approaches vs. informal training in the work place;• Effectiveness of Training: Identifying Training Needs, Organizing Training Programmes, Innovative tools of effective evaluation and Follow-up of Training, Recent Development in Training System .

### Unit-III

Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counseling, HRD Climate and Practices in organizations, HRD Culture, HRD Audit, HRD Culture and Climate in Indian Organizations. Career & succession Planning & Development, Introduction to concept and Processes of Quality Management and continuous improvement processes.

### Unit-IV

HRD in small and medium sized enterprises ;HRD in international offices and with international workforces; The HRD wheel: factors influencing the role, responsibilities, and structure of the HR function; Ethical issues for the practitioner and corporate social responsibility; Continuing professional development and reflective practice. Principle challenges for the future of HRD

### References:

1. Mankin, D. (2009), Human Resource Development: Oxford, Oxford University Press.
2. Redman, T. & Wilkinson, A. (2005), Contemporary Human Resource Management FT/Prentice Hall (Pearson)
3. Werner John. M., Human Resource Development, South Western.
4. Sims. R. Ronald., Human Resource Development: Today and Tomorrow, Information age publishing inc.
5. Sofo Fransasco., Human Resource Development: Persepctives, roles and practice choices, woodslane pty limited.
6. Jennifer Joy-Matthews, David Megginson, Mark Surtees., Human Resource Development, Biddles limited.
7. Richard A. Swanson, Elwood F. Holton., Foundations of Human resource development, Berrett-Koehler publishers inc.
8. Wilson John. P ., Human Resource Development: learning and training for individuals and organizations, Bell and Bain Glasgow

