

MBA (General) - III Semester

**PAPER - XI
CONSUMER BEHAVIOUR**

Course Code: 43

Paper Code: MBGN 3001

Objectives

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

UNIT - I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

UNIT - II

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT - III

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

UNIT - IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT - V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

REFERENCES

Bennet and Kassarjian, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi*

Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

Ramanuj Majumdar, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*

Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill. New Delhi, 2007*

Berkman & Gilson, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, *Kent Publishing Company.*

Efraim Turban, Jae Lee, David King, & I-I. Michael Chung: *Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.*

MBA (General) -III Semester

PAPER – XII
PERFORMANCE MANAGEMENT

Course Code: 43

Paper Code: MBGN 3002

Objectives:

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

UNIT-I

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

UNIT-II

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

UNIT-III

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

UNIT-IV

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation - Performance Management in Multi National Corporations.

UNIT-V

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

REFERENCES

Srinivas Kandula, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

Robert Cardy, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

MBA (General) – III Semester

PAPER -XIII

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code: 43

Paper code: MBGN 3003

Objectives

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future and
- To determine the most suitable financial service, given the situations and contingencies

UNIT-I

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters’ contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

UNIT-III

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

UNIT-IV

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI’s directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

REFERENCES

Khan, M.Y., FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

Gurusamy, MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

MBA(General)- III SEMESTER

PAPER XIV

MANAGEMENT CONTROL SYSTEMS

COURSE CODE: 43

PAPER CODE: MBGN 3004

UNIT I: The conceptual foundations of control systems

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

UNIT II : The traditional instruments of control in organizations

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

UNIT III : Accountability in organizations

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

UNIT IV : The new dimensions of control with strategies

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

UNIT V: Management Control in Specialized organizations

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

REFERENCES

Antony R.N. and Govindarajan V , MANAGEMENT CONTROL SYSTEMS

Gosh P.K. and Gupta, COST ANALYSIS AND CONTROL

Hersey P and Balanchard H.B, MANAGEMENT OF ORGANIZATIONAL BEHAVIOR

Emmanuel, ACCOUNTING FOR MANAGEMENT CONTROL

MBA(General)- III SEMESTER

PAPER XV ENTREPRENEURSHIP MANAGEMENT

COURSE CODE: 43

PAPER CODE: MBGN 3005

UNIT-I

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT-II

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

UNIT-III

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

UNIT-IV

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

UNIT-V

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

REFERENCES

Donald L. Sexton & Raymond W. Smilor, THE ART AND SCIENCE OF ENTREPRENEURSHIP, *Ballinger*

Clifford M. Baumbach & Joseph R. Mancuso, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, *Prentice Hall*

Gifford Pinchot, INTRAPRENEURING, *Harper & Row*

Ram K. Vepa, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, *Vikas*

Richard M. Hodgets, EFFECTIVE SMALL BUSINESS MANAGEMENT, *Academic Press*

Dan Steinhoff & John F. Burgess, SMALL BUSINESS MANAGEMENT – FUNDAMENTALS, *McGraw Hill*

MBA (General) – IV Semester

PAPER -XVI

INVESTMENT AND PORTFOLIO MANAGEMENT

Course Code: 43

Paper code: MBGN 4001

Objectives

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

UNIT -I

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

UNIT- II

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

UNIT-III

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

UNIT-IV

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe’s Single Index Model – Sharpe’s Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

UNIT-V

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.

Note: Common paper to MBA(Finance) - IV Semester, Paper Code-MBAF 4001

REFERENCES

Punithavathy Pandian, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas Publications Pvt. Ltd, New Delhi, 2001.*

Kevin .S, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*

Yogesh Maheswari, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*

Bhalla V K, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, New Delhi, 2009*

Prasanna Chandra, PORTFOLIO MANAGEMET, *Tata McGraw Hill, New Delhi, 2008.*

MBA (General) - IV Semester

PAPER-XVII SERVICES MARKETING

Course Code: 43

Paper Code: MBGN 4002

Objectives

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

UNIT-I

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

UNIT-II

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

UNIT-III

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT – V

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

REFERENCES

Ravi Shanker, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, New Delhi, 2008*

Rajendra Nargundkar, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill, New Delhi, 2008*

Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

R. Srinivasan, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

Zcithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan. 2008*

MBA (General) - IV Semester

PAPER - XVIII

INFORMATION TECHNOLOGY AND E-BUSINESS

Course Code: 43

Paper Code: MBGN 4003

UNIT I Foundation concepts

Foundations of information systems (IS) in business : System concepts – components of an IS – IS resources – fundamental roles of IS applications in business – e-business in business – trends in IS – types of IS – managerial challenges of information technology. *Competing with information technology (IT)* Fundamentals of strategic advantage – strategic uses of IT – the value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet

UNIT II Information technologies

Managing data resources: Data resource management – types of databases – database management approach – data warehouse, data mining and their business applications. *The networked enterprise* Networking the enterprise – trends in telecommunications – business value of telecommunication networks – the Internet revolution – the business value of Internet, Intranet and Extranet.

UNIT III Business applications – e-Business and e-Commerce

E-Business systems IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models – Enterprise e-Business systems – Customer relationship management (CRM) – Enterprise resource planning (ERP) and Supply chain management (SCM)

E-Commerce Systems: E-Commerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements – Clicks-and-bricks in e-Commerce-m-Commerce.

UNIT IV Development processes

Developing Business/IT Strategies : Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT – End user resistance and involvement – change management: *Developing Business/IT solutions*: IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process – End-user development – implementing new systems – evaluating hardware, software and services.

UNIT V Management challenges

Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India. *Enterprise and global management of IT*: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and geoeconomic challenges Global business/IT strategies and applications – global IT platforms

REFERENCES:

Joseph,P.T, E-COMMERCE: AN INDIAN PERSPECTIVE, PHI, New Delhi, 2005

Canzer,B, E-BUSINESS AND COMMERCE: STRATEGIC THINKING AND PRACTICE (Indian adaptation), New Delhi: Biztantra (Originally published by Houghton Mifflin Co., USA) , 2005

MBA (General) - IV Semester

**PAPER - XIX
INTERNATIONAL BUSINESS**

Course Code: 43

Paper Code: MBGN 4004

UNIT – I

International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

UNIT – II

Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Copying with current account deficit.

UNIT – III

International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

UNIT – IV

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; information and communication; Foreign exchange trades.

UNIT – V

International Capital and Money Market Instruments; GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

REFERENCES:

Apte, P.G., INTERNATIONAL FINANCIAL MANAGEMENT, *Tata McGrawhill, New Delhi.*

Buckley, Adrian, MULTINATIONAL FINANCE, *Prentice Hall, New Defhi.*

Eitman, D.K. and A.I Stenehilf, MULTINATIONAL BUSINESS CASH FINANCE, *Addison Wesley, New York.*

Henning, C.N., W Piggot and W.H Scott, INTERNATIONAL FINANCIAL MANAGEMENT, *McGraw Hill, international Edition.*

Levi, Maurice D, INTERNATIONAL FINANCE, *McGraw-Hill, International Edition.*

MBA(General)- IV SEMESTER

PAPER XX

TRAINING AND DEVELOPMENT

COURSE CODE: 43

PAPER CODE: MBGN 4005

UNIT I

Job Analysis – Manpower Planning – At the Start of the Business and as Ongoing Process – Performance Appraisal – Standards, Methods, Errors.

UNIT II

Learning Objectives – Domains of Learning – Methods of Learning – Importance of Teaching Techniques – Instruction Technology – Instructor Behavior – Attention Versus Involvement.

UNIT III

Need for Training and Development – Role of Development Officers – Administrators, Consultants, Designers and Instructors – Determining Training Needs – Potential Macro Needs – Usefulness of Training – Development of Competency Based Training Programs – Evaluation of Training Programs,

UNIT IV

Methods of Training – On the Job Training – Off the Job Training – Choosing Optimum Method – The Lecture – Field Trips – Panel Discussion – Behaviour Modeling – Interactive Demonstrations – Brain Storming – Case Studies – Action Mazes - Incident Process - In-Baskets - Team Tasks - Buzz-groups and Syndicates - Agenda Setting - Role-plays - Reverse Role Plays - Rotational Role Plays - Finding Metaphors - Simulations - Business Games - Clinics - Critical Incidents - Fish Bowls - T-groups - Data Gathering - Grouping Methods - Transactional Analysis - Exception Analysis.

UNIT V

Need for Development – Differences Between Training and Development – Management Development Program – Career Development Program – Counseling Evaluation of Programs – Job Evaluation – Methods and Techniques.

REFERENCES

B.Taylor & G.Lippitt, MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.

William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey*