SEMESTER - IV
UNIT-I: The Structure and Strategy of International Business

UNIT-II: Managing Technology and Knowledge in International Operations

UNIT-III: Role of Multi National Enterprises (MNEs)
How MNE’s exploit market imperfections – seeking markets, efficiency and knowledge – MNE’s and life cycle of product – The MNE’s and competitive advantage of nations – Regulatory environment of MNE’s – Guidelines for Managers of MNE’s - Areas of particular concern to MNE’s – Multinational bankruptcy – Cross Border Liability and Trade Disputes – Protection of Intellectual Property – Trade offs between business abroad and national security / foreign policy at home – Role of Indian MNE’s in International Business – Hidden Values and responsibilities to stakeholders.

UNIT-IV: International Economic Institutions Agencies and Agreements
UNIT-V: Functional Operations Management


Suggested Readings:

**Unit-I : Elements of Company Law**
Indian Companies Act 1956. Formation of a company, General meetings and proceedings, Accounts audit and Dividend, Inspection and Investigation, Inter-corporate loans and Investments, The Company Secretary, Duties and Powers, Compromise and Arrangement, Winding up of Companies.

**Unit-II : Contract Act, Sale of Goods Act, & Negotiable Instruments Act**


**Unit-III: Miscellaneous Acts**
1. The Consumer Protection Act 1986
2. The Competition Act
3. Foreign Exchange Management Act

**Unit-IV: Business Ethics**
Definition, Importance of Ethics in Business, Distinction between Values and Ethics, Characteristics of Ethical Organization, Morality and Professional Ethics, Ethical Dilemmas, How to create an ethical working environment, Ethical Decision making in Business, Role of corporate Governance in ensuring ethics in workplace, Indian Ethical Traditions.

**Unit-V: Creating an Ethical Organization**
Role of Corporate Governance, Corporate Culture, Corporate Social Responsibility (CSR), and other influences in creating an Ethical organization, Codes of Conduct, Ethics committee, Ethics Training Programmes, Benefits, The relationship between Corporate Ethics and good governance.
**Suggested Readings:**

UNIT-I: Entrepreneur, Entrepreneurship & Entrepreneurial Development

UNIT-II: Creativity and Feasibility Planning

UNIT-III: Management of SMEs

UNIT-IV: Entrepreneurial Strategy

UNIT-V: Emerging Issues in Entrepreneurial Development
### Suggested Readings:

<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Vasant Desai</td>
<td>Dynamics of Entrepreneurial Development and Management</td>
<td>Himalaya Publishing House</td>
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<tr>
<td>2.</td>
<td>Robert Hisrich, Michael Peters, Dean Shepherd</td>
<td>Entrepreneurship</td>
<td>Tata McGraw Hill</td>
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<td>3.</td>
<td>David H.Holt</td>
<td>Entrepreneurship</td>
<td>Prentice Hall of India</td>
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<td>4.</td>
<td>Poornima Charantimath</td>
<td>Entrepreneurship Development &amp; Small Business Enterprises</td>
<td>Pearson Education</td>
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<tr>
<td>5.</td>
<td>Sahay Sharma</td>
<td>Entrepreneurship and New Venture Creation</td>
<td>Excel Books</td>
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<td>7.</td>
<td>Kuratko</td>
<td>Entrepreneurship in a New Millenium</td>
<td>Cengage Learning</td>
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<tr>
<td>7.</td>
<td>Jack M. Kaplan</td>
<td>Patterns of Entrepreneurship</td>
<td>Wiley India</td>
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<td>8.</td>
<td>Madhurima Lall, Shikha Sahai</td>
<td>Entrepreneurship,</td>
<td>Excel Books</td>
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<tr>
<td>10.</td>
<td>Sahay Chhikara</td>
<td>New Vistas of Entrepreneurship</td>
<td>Excel Books</td>
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<td>11.</td>
<td>Cynthia L Greene</td>
<td>Entrepreneurship</td>
<td>Cengage Learning</td>
</tr>
<tr>
<td>13.</td>
<td>Lakshman Prasad, Subhasih Das</td>
<td>Entrepreneurial Climate</td>
<td>Excel Books</td>
</tr>
<tr>
<td>14.</td>
<td>Mary Coulter</td>
<td>Entrepreneurship in Action</td>
<td>Prentice Hall of India</td>
</tr>
</tbody>
</table>
404-MANAGEMENT INFORMATION SYSTEM

Unit-I:

Unit-II:

Unit-III:

Unit-IV:

Unit-V:
Organisation of Information System-Centralised, Decentralised and Distributed Processing-Role and Responsibilities of Information Systems Professionals-Security and Ethical Issues in Information Systems-Risks, Controls and Threats.

Suggested Readings:
8. Miller – MIS Cases, Pearson Education.
Unit-I : An overview of Performance Management.


Unit-II : Essential Features of Effective Performance Management System


UNIT – III: Challenges in Nurturing Architecture of P.M


UNIT – IV: Performance Appraisal System for Supervisory Staff


UNIT – V: Competitive Advantage of P.M.

Competitive advantage through Performance Management - Performance Management and Strategic HR Planning and Linkage - Planning performance for Role Clarity, Accountability and Effectiveness - Implications of Performance Management on Knowledge Management - Role of CEO’s in leveraging knowledge through Performance Management.

Suggested Readings:

2. Tapomoy Deb - Performance Appraisal and Management, Excell Boks - 2008
3. R.K. Sahu - Performance Management System
11. Aguinis - Performance Management, Pearson Education.
412- Management of Industrial Relations

Unit-I: An Overview of Industrial Relations System
Definition -Objectives of IR- Participants in Industrial Relations – Functional requirements of successful Industrial Relations programmes- Industrial Relations perspectives- The system model (Dunlops approach)- The plaudits approach- Webers social action approach- Evaluation and growth of Industrial Relations in India- Changing dimensions of Industrial Relations -Changing profile of major stakeholders- Government policies and IR.

Unit-II: Union Management Relations
Trade Unions- Definition-Types-Governments role- Structure and Management of Trade Unions – Indian Trade Unions- Problems.

Industrial disputes – Causes and Consequences of Disputes- Methods of settling Industrial Disputes- Adjudication or compulsory arbitration in India Adjudication/ compulsory arbitration V/s collective bargaining –Dispute settlement machinery for the prevention and settlement of Industrial Disputes – Statutory and Non-statutory machinery- Management of strike and Lockouts- Negotiations for win- win-dispute resolution

Unit-III: Collective Bargaining and Grievance Handling

Unit-IV: International Industrial Relations
Recognition of Trade Unions practices in foreign countries- Social security schemes in abroad – Glimpse into Industrial Policy of East Asia- Industrial Relations in Japan – Labour Relations in china- Industrial Relations system in Great Britain and USA- Unions strategy- a USA perspective- International Trade Union Organizations.

Unit-V: Contemporary Issues in Industrial Relations
**Suggested Readings**

1. Mamoria, C.B. - Dynamics of Industrial Relations
   Mamoria, S.
   S.V. Gankar
   * Himalaya Publishing House

2. P.R.N. Sinha
   Indu Bala Sinha
   Seema Priyadarshini Shekar
   Industrial Relations, Trade
   Unions and Labour Legislation
   Pearson Education

3. R.C. Saxena - Labour Problems and Social Welfare,
   K. Nath & Co.

4. Arun Monappa - Industrial Relations
   Tata McGraw Hill publishing Co., New Delhi

5. Monal Arora - Industrial Relations
   Excel Books - New Delhi

6. B.D. Singh - Industrial Relations
   Excel Books - New Delhi

7. Yodar Dale - Personnel Management and Industrial Relations
   Prentice Hall India

413-COMPENSATION MANAGEMENT

Unit-I: Foundation of Compensation Management

Unit-II: Components of Pay Structure

Unit-III: Compensation Strategy and Competitiveness

Unit-IV: International Compensation Systems

Components of International Compensation.

The Three approaches to International Compensation Management (1) The Budget System (2) The Balance Sheet or Home Net System (3)
The Local Going Rate System – The Challenge of Rewarding Excellence.

Unit-V: Components of Pay Structure in India


Suggested Readings:

1. Milkovich GT Newman TM Compensation, Tata Mcgra Hill, 2005
9. Hendelson Compensation Management in a Knowledge – Basd World
13. R. Brayton Recommendations and Rewarding Employees Bowen – CAN, New Delhi, 2003
UNIT-I: The Framework of SHRM
Definition – Importance – components of HRM strategy – models of strategy – Contribution of HR in formulating and implementation of business strategy – Methods of structuring HR Department in organizations – Linkage between strategic business planning (SBP) and strategic HR development (SHRD) – HR contribution to organizational learning – competency mapping – building the core competencies – Avoiding conflicting HR systems in designing the congruent and integrated HR systems: Trade-offs – Knowledge based HR management strategy.

UNIT-II: HR Environment Scanning

UNIT-III: HR Strategy Formulation
Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

UNIT-IV: HR Strategy Implementation
UNIT-V: HR Strategy Evaluation

HR evaluation process – Overview – Scope – Strategic impact – Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria – Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

Suggested Readings:

MARKETING MANAGEMENT-ELECTIVES
421- SERVICES MARKETING

UNIT–I:

UNIT–II:

UNIT–III:

UNIT–IV:

UNIT –V:

Suggested Readings:

1) Ravi Shankar – Services Marketing, Excel Marketing.
2) Love Lock Christopher H. – Services Marketing, Prentices Hall of India.
5) Zieithman & Others – Services Marketing, Pearson Education.
8) Thina Harrison, Financial Services Marketing, Pearson Education.
9) Ram Mohan – Services Marketing, TATA Mc.graw Hill. Co.
11) Verma – Services Marketing, Pearson Education.


Suggested Readings:

Unit–I: Introduction to Rural Marketing
Meaning and definition – stages in development of rural markets – characteristics of rural markets – difference between urban and rural markets – rural marketing environment- problems and challenges of rural markets

Unit–II –Agricultural Marketing-I
Marketing of agricultural inputs – Features-seeds- fertilizers – pesticides – tractors -challenges and opportunities –An overview of Indian agrochemical market.


Unit–III: Agricultural Marketing –II
Defects in agricultural marketing - Steps to improve agricultural marketing - Role of middleman in agricultural marketing Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions – Regulated markets , Co-operative marketing institutions, Periodic markets, Rural retail outlets – NAFED, MARKFED, APEDA.

Unit–IV: Rural Marketing Mix Strategies

Unit–V: Rural Consumer Behaviour and Innovations in Rural Marketing
Rural consumer behaviour – Types and characteristics of rural consumers – Factors influencing rural consumer behaviour – Shopping habits of rural consumers – Opinion leaders
Rural marketing initiatives by corporate sector – corporate sector in agri-business – cultivation, processing and retailing
Suggested Readings:

3. RV Badi and NV Badi : Rural Marketing : Himalaya
6. Y Ramakishen : Rural and Agricultural Marketing : JAICO
7. UC Mathur : Rural Marketing - Text and Cases : Excel Books
9. Rajagopal : Rural Marketing : Rawat Publication
10. Pradeep Kashyap and Siddartha Raut : Rural Marketing in India
424-RETAIL MARKETING MANAGEMENT

**Unit-I: Introduction to Retail Marketing Management**

**Unit-II: Retail Store Selection, Store Layout and Design**
Types of store locations – Steps involved in store location – Principles elements of store design – Layout selection – important considerations in store selection and design

**Unit-III: Retail Merchandise Management**
Types of merchandise – Product range – Merchandise procurement – Process of merchandise procurement – Merchandise assortment plan – Category management – process of category management
Retail pricing – Factors effecting retail pricing – different approaches of retail pricing

**Unit-IV: Retail Human Resource and Promotion Management**
Overview of Human Resource in retail – recruitment, selection, training, motivation and evaluation of performance of personnel
Need and importance of promotion mix in retailing – Retail promotion mix strategies – Visual display

**Unit-V: Retail Customer Behaviour and CRM**
Factors affecting customer buying behaviour - customer segmentation in retailing – Customer loyalty – Customer relationship management in retailing – Retail Customer services

**Suggested Readings:**

2. Chetan Bajaj, Rajanu\ish Tuli and Nidhi V Srivastava, Retail Management, Oxford
3. Suja Nair : Retail Management: Himalaya
4. Barry Berman and Joel R Evans: Retail Management – A Strategic Approach: Pearson Edn
7. A Shiva Kumar : Retail Marketing: Excel Books
FINANCIAL MANAGEMENT-ELECTIVES
431-PORTFOLIO MANAGEMENT

Unit-I: Portfolio Theory

Unit-II: Portfolio Analysis

Unit-III: Portfolio Selection
Portfolio Selection: Risk and Investor Preferences – Best Portfolio Selection – Markowitz Optimization – Sharpe Optimization – Significance of Beta in the Portfolio Selection – Traditional Portfolio Selection (Problems on Portfolio Selection).

Unit-IV: Capital Asset Pricing and Arbitrage Pricing Theory


Unit-V: Portfolio Performance Evaluation
**Suggested Readings:**

432:: FINANCIAL SERVICES MANAGEMENT

Unit–I:

Unit–II:

Unit–III:

Unit–IV:

Unit–V:

Suggested Readings:

17. G. Shailaja: International Finance, University Press
433-STRATEGIC FINANCIAL MANAGEMENT

Unit-I:

Unit-II:

Unit-III

Unit-IV

Unit-V

Suggested Readings:
2. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.
UNIT I:

UNIT II:

UNIT III:

UNIT IV:
Valuation of Options – Factors determining option value – Binomial Option Pricing Model-single period and two periods – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – The Greeks of Black Scholes Model.

UNIT V:
Suggested Readings:

**SYSTEMS MANAGEMENT-ELECTIVES**

**441-Artificial Intelligence**

**Unit-I:**
AI roots and scope- History of applications from Eden to ENIAC: Attitudes towards intelligence knowledge, and Human Artifice, Overview of AI Application areas.

**Artificial Intelligence as Representation and Search:** Introduction, The prepositional Calculus, The predicate calculus, Using co Rules to produce predicate calculus Expressions, Applications: A Logic Based Financial Advisor.

**Unit-II:**
Structures and Strategies for state space search: Introduction, Graph Theory- Strategies for state space search, Using the state space to represent. Reasoning with the predicate Calculus.

**Unit-III:**

**Unit-IV:**
Representation and Intelligence: The Al Challenge knowledge representation: Issues in knowledge representation- A brief History of AI representational schemes- conceptual Graphs: A Network Language- Alternatives to Explicitly Representation- Agent based Distributed Problem solving

Strong Method Problem Solving:
Introduction, Overview of Experts systems- Technology- Rule-Based Expert systems- Model, Case based and Hybrid systems, Planning.

**Unit-V:**

**Suggested Readings:**
2. Elaine Rich Kevin Knight, Artificial Intelligence, Tata McGraw Hill, New Delhi, 2007
**442 - DATA COMMUNICATIONS AND NETWORKING**

**Unit-I : Introduction**
Data Communications – Components - Data Representations - Data Flow - Networks - Distributed Processing, Network Criteria - Physical Structures - New work models - Categories of Networks - Interconnection of Networks - The Internet-Protocol and Standards.

**Unit-II:**

**Unit-III:**
Data and Signals - Analog and Digital - Periodic Analog Signals - Digital Signals - Transmission Impairment - Data Rate Limits – Performance.

**Unit-IV:**

**Unit-V:**

**Suggested Readings:**
1. Data Communication and Networking by Behraaz A Forouzan (Fourth edition) McGraw Hill Companies
3. Tomasi – Introduction to Data Communications & Networking, Pearson Education.
Unit-I: 
Introduction – Definition - the history of distributed computing – Different forms of computing – the strengths and weakness of distributed computing – Basics of operating systems- Network basics–s/w engineering basics.

Unit-II: 
Inter process communication- An archetypal IPC program interface – event synchronization- Timeouts and threading- Deadlocks and timeouts – Data representation- Data encoding – Text –Based protocols- Request Response protocol-Event Diagram and sequence diagram – connection oriented Vs Connectionless IPC- Evolution of paradigms for interprocess communication.

Unit-III: 
Distributed computing paradigm – paradigms and abstraction – An example application – Paradigms for distributed applications - Trade offs.

Unit-IV: 
The Socket API- Socket Metaphor in IPC-The Datagram Socket API-Stream Mode Socket API-Sockets with Non-blocking I/o operations- Secure Socket API.

Unit-V: 
Client-server paradigm- Client- server paradigm issues – Software engineering for a N/w service-connection oriented and connection less server - Iterative server and concurrent server- stateful servers.

Suggested Readings:

1. Distributed computing principles and applications by M.C. Liu. (Pearson education)


3. Principles of distributed Database systems by M. Tamer Ozsel Patrick valderiez (Pearson education)
444-Data Mining and Data Warehousing

Unit-I: Introduction
Data Mining Functionalities- Classification of Data Mining systems- Data Mining task primitives- Integration of a Data mining system with a Database or Data warehouse system- Major Issues in Data Mining.

Unit-II:
Data Processing- Descriptive Data Summarization – Data cleaning – Data Integration and Transformation – Data Reduction- Data Discretization and Concept hierarchy generation.

Unit-III:
Data warehouse and OLAP Technology – an overview- A multi Dimensional Data Model- Data ware house Architecture- Data warehouse Implementation – from Data ware house into Data Mining.

Unit-IV:
Mining Frequent patterns, Association and Co-relation – Basic Concept and a road map- efficient and Scalable frequent item set mining methods- Mining various kinds of Association rules.

Unit-V:
Classification and Prediction – Issues regarding classification and Prediction – Classification by decision tree induction- Bayesian classification – Rule Based classification.

Suggested Readings:

3. Tan – Data mining, Pearson Education.