

Annexure No.	54 A
SCAA Dated	29.02.2008

BHARATHIAR UNIVERSITY : COIMBATORE-46
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS)
Full Time- Regulation & Syllabus

The Regulations will come into force from the academic year 2007-2008.

1. The Programme: MBA programme will consist of 17 Core subjects, 8 Elective subjects, 3 Supportive Courses and 1 Project work. The Elective and Supportive courses may be offered if at least 10 students choose those courses.

2. Duration: Full Time MBA programme consists of 4 semesters in 2 Academic years.

3. Eligibility for admission: A pass in any degree.

4. Attendance : Students who have secured at least 75% of attendance in a semester or who have obtained condonation of shortage of attendance will be eligible to appear for the examination of that semester. Shortage of attendance up to 10% may be condoned by the competent authority.

5. Course Completion : Full Time students shall complete the programme within a period not exceeding 4 years from the date of admission.

6. Continuous Internal Assessment: The performance of students in each subject will be continuously assessed by the respective teachers as per the CBCS guidelines.

7. University Examination: University Examination will be held at the end of the each semester for a duration of 3 hours for each subject.

8. Passing minimum: There is no passing minimum for Internal Assessment component. The passing minimum for the University Examination is 50% (i.e. 30 out of 60 marks) and the over all passing minimum putting the sessional and university examination marks together will be 50% (i.e. 50 out of 100 marks).

9. Classification: Classification of marks will be as follows:

75% of marks and above	- I class with DISTINCTION provided the student passes all the papers in First attempt.
60% & above but below 75%	- I class
50% & above but below 60%	- II class

10. Award of Degree: Students who successfully complete the programme within the stipulated period will be awarded the Degree of Master of Business Administration.

11. Rank Certificate: Students who come within the first 10 ranks in the university examination will be issued Rank Certificate on application and on payment of fees. Rank Certificates will be issued to the students who pass all subjects in one attempt.

12. Summer Project: Full Time students will do a Project work for minimum 8 weeks at the end of the II semester. A report of the project work should be submitted to the School within three months after completing the project work. Thereafter, the students will appear for a Viva voce examination conducted by the faculty guide and an External Examiner. Viva voce examination will be conducted at the end of III semester. Students who fail in the Project work and viva voce examination, or who were absent for the Project viva voce examination or who fail to submit the Project Report before the due date will have to resubmit the Project Report and attend the viva voce examination during the subsequent semester. When a faculty guide is not present on the date of the Viva voce examination the Director will act as the examiner of behalf of the faculty guide. The two examiners will jointly evaluate the Project Report and the Viva voce. Marks will be awarded as follows:

Internal Assessment : 50 External Assessment : 150; 150 for External will also include viva-voce marks.

13. The Elective and Supportive courses may be offered if at least 10 students from the class choose those courses.

14. Pattern of question paper for External Exam of core and elective subjects : The pattern will be as follows :

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 60

PART - A (5 X 4 = 20 Marks)

Answer all questions.

Each answer should not exceed 2 pages (250 words).

1. a or b
2. a or b
3. a or b
4. a or b
5. a or b

PART - B (3 x 10 = 30 Marks)

Answer any three questions

Each answer should not exceed 4 pages. (500 words)

- 6.
- 7.
- 8.
- 9.
- 10.

PART - C (1 x 10 = 10 Marks)

11. Case let followed by questions/Application Oriented Problem.

Note :

Part A - Contains unit based equal choice questions.

Part B - Contains unit based restricted choice questions.

Part C - Contains no choice question.

14.1. For Supportive course, it is to be held for 1½ hours duration and for a maximum of 30 marks.

Pedagogy :

1. The duration of each semester is 90 working days.
2. Each core and elective courses will be taught for 4 hours a week including one hour tutorials, and supportive course will be taught for 2 hours per week.
3. Students will be actively involved in preparing seminar papers and presenting to the class in the emerging areas of concerned subjects.

4. Teacher will use overhead projectors computers and other advanced techniques for teaching.
5. Importance must be given to case analysis in teaching each course. Students will be motivated to collect case data and write cases.
6. Class room teaching will be supplemented by industrial visits and guest lectures by practicing managers.

EVALUATION

1. The Internal Assessment for each paper shall be by means of (a) Written Tests (b) Assignments and (c) Seminars/Case Studies/Management Games/Quiz.
2. Forty marks allotted for the Internal assessment may be distributed for Written Test, Assignment and Seminars in the ratio of 25:5:10 respectively.
3. Three Tests of 2 hours duration may be conducted for each course/subject and the best two marks may be considered. Students may be asked to submit at least two assignments in each subject. They should also present papers and participate in Seminars conducted for each subject. The marks may be allocated as follows :

Tests	: 25 marks
Assignments or Mini Projects or	: 5 marks
Seminar or Class Participation or	: 10 marks
Quizes or Paper Presentation or Article Review	

(The concerned faculty would choose appropriate parenthesis)
4. Students shall be given two assignments for a total of 5 marks.
5. There shall be group seminars in each course for 10 marks to be assigned to individual students.
6. Conduct of the internal assessment shall be the responsibility of the concerned faculty.
7. The Internal assessment marks are to be submitted to the University in the prescribed form to the Director and the Director will send a consolidated list of Internal assessment marks to the university.
8. The Internal assessment marks obtained by students will be informed to them so that they will get proper feedback on their performance.
9. The valued answer papers/assignments should be given to the students after the valuation is over and they should be asked to check up and satisfy themselves about the marks they have scored.
10. All mark lists and other records connected with the continuous Internal Assessments should be in the safe custody of the Department for at least six months after the assessment.
11. The External performance of students will be assessed by end semester examinations conducted by the University. The Answer papers of university examination will be evaluated according to University rules by the Board of Examiners constituted by the competent authority.

MBA (Full time) Programme (2007-2008)
Curriculum Structure

<u>I Semester</u>	Internal	External	Total Credit/Week	
1.1 Management Principles and Practice	40	60	100	4
1.2 Organizational Behaviour	40	60	100	4
1.3 Managerial Economics	40	60	100	4
1.4 Financial and Management Accounting	40	60	100	4
1.5 Quantitative Methods for Management	40	60	100	4
1.6 Executive Communication	40	60	100	4
Computer Application in Management*	--	--	--	--
1.7 Supportive Course – I	20	30	50	2
D.1 Entrepreneur Development	40	60	100	4
Total	300	450	750	30
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<u>II Semester</u>				
2.1 Operations Management	40	60	100	4
2.2 Marketing Management	40	60	100	4
2.3 Financial Management	40	60	100	4
2.4 Human Resource Management	40	60	100	4
2.5 Quantitative Techniques	40	60	100	4
2.6 Research Methods for Management	40	60	100	4
2.7 Computer Applications in Management* (Only Practical examination)	40	60	100	4
2.8 Supportive Course – II	20	30	50	2
D.2 Entrepreneurship and Innovations	40	60	100	4
Total	340	510	850	34
Cumulative Total			1600	64
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<u>III Semester</u>				
3.1 Business Environment & Ethics	40	60	100	4
3.2 Management Information System	40	60	100	4
3.3 Elective I	40	60	100	4
3.4 Elective II	40	60	100	4
3.5 Elective III	40	60	100	4
3.6 Elective IV	40	60	100	4
3.7 Project Report & Viva voce	50	150	200	8
3.8 Supportive Course III	20	30	50	2
D.3 Legal Aspects of Business	40	60	100	4
Total	350	600	950	38
Cumulative Total			2550	102
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<u>IV Semester</u>	Internal	External	Total	Credit/Week
4.1 Strategic Management : Indian and Global Context	40	60	100	4
4.2 International Business	40	60	100	4
4.3 Elective V	40	60	100	4
4.4 Elective VI	40	60	100	4
4.5 Elective VII	40	60	100	4
4.6 Elective VIII	40	60	100	4
D.4 Business Plan	40	60	100	4

Total	280	420	700	28
Grand Total			3250	130

* This course will be taught during the I & II semesters.
The above structure includes four subjects of P.G. Diploma course.

Electives for III Semester

Students can choose any four of the following for 3.3 to 3.6 :-

1. Promotion Management
2. Export Management
3. Consumer Behaviour
4. Rural Marketing
5. Financial Services.
6. Equity Research & Portfolio Management
7. Human Resource Development
8. Managing Interpersonal Effectiveness
9. Event Management
10. Advanced Production Management
11. Electronic Commerce
12. System Analysis and Design
13. Integrated Materials Management
14. Retail Management
15. Quality Management Systems

Electives for IV Semester

Students can choose any four of the following for 4.3 to 4.6 :-

1. Supply Chain Management
2. Services Marketing
3. Brand Management
4. Distribution Management
5. International Financial Management
6. Principles of Insurance Management
7. Strategic Cost Management
8. Organisational Development
9. Labour Welfare and Industrial Relations (Legislation)
10. Entrepreneurship Development
11. Information Technology Applications
12. Software Project Management
13. Data Mining
14. Technology Management
15. Total Productive Maintenance
16. Total Quality Management
17. e-Marketing

SYLLABI

1.1 MANAGEMENT PRINCIPLES AND PRACTICE

Course Number :

Subject Description :

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students should have:

Understood management functions and principles.

Learnt the scientific decision making process and problem solving techniques.

Learnt the modern trends in management process.

Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneuring - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

References :

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

1.2 ORGANISATIONAL BEHAVIOUR

Course Number :

Subject Description :

Organizational Behaviour brings out the personality and behavioural science, its influence on organizational behaviour by understanding the concepts of organizational change, politics and behaviour.

Goals:

To enable the students to learn the basics of individual behaviour and an organizational behaviour.

Objectives:

On successful completion of the course the students should have:

Understood personality traits and its influence on organization.

How personality traits can be molded to suit the organization.

To learn the modern trends, theories and concepts in organizational behaviour

Unit I

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Unit II

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

Unit III

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

Unit IV

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

Unit V

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

References :

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

1.3 MANAGERIAL ECONOMICS

Course Number :

Subject Description :

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

Goals:

To enable the students to learn the application of the economic principles and policies on managerial decision making.

Objectives:

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

UNIT I : Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II : Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III : Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV: Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V : National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

References :

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

1.4 FINANCIAL AND MANAGEMENT ACCOUNTING

Course Number :

Subject Description :

Financial and Management Accounting emphasize on accounting concepts and application of accounting principles and managerial decision making. The content of this paper takes care of financial accounting, management accounting and cost accounting.

Goals :

To enable the students to learn the basic functions, principles, concepts and application of accounting in management.

Objectives :

On successful completion of the course the students should have:

Understood the financial accounting along with the preparation of final accounts.

Understood the concepts and application of management accounting along with the preparation.

To learn the cost accounting concepts and applications.

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

UNIT II

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

UNIT III

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT IV

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems.

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

UNIT V

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

References:

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

1.5 QUANTITATIVE METHODS FOR MANAGEMENT

Course Number :

AIM

To enable students to acquire the knowledge of mathematics & statistics and their use in business decision making.

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – optimisation concepts – use of differentiation for optimization of business problem

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

References :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

1.6 EXECUTIVE COMMUNICATION

Course Number :

Subject Description :

Executive Communication emphasizing the development of both soft hard skill for smooth managerial functioning.

Goals:

To enable the students to develop written and oral communication skills in students and groom them as effective management professionals.

Objectives:

On successful completion of the course the students should have:

Understand the preparation and development of business letters and reports.

To learn about meetings and group discussions.

To learn the modern trends in communication and application for effective managerial functioning.

UNIT I: Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.

UNIT II: Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, enquiries, customers complaints, collection letters - sales promotion letters.

UNIT III: Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports technical reports - norms for including exhibits & appendices.

UNIT IV: Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication - Dyadic communication:- face to face communication - telephonic conversation.

UNIT V: Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech.

References :

1. WOOLCOTT & UNWIN - Mastering Business Communication, McMillan.
2. RAISHER: Business Communication - AITBS
3. KRISHNAMOHAN & MEERA BANNERJEE - Developing Communication Skills, Mc Millan
4. Lesikar and Flatley – Basic Business Communications Skills for empowering the Internet Generation, 10th Edition, TMH, 2005
5. Kitty O Locker and Stephen Kyo Kaczmarek – Business Communication Building Critical skills, 3rd Edition, TMH, 2007
6. Anderson & Others: Assignment & Thesis writing.
7. Rajendra Paul and Koralahalli - Business Communication.
8. Lesikar and Flatley, Basic Business Communication, TMH Publications, New Delhi, 2002.

1.7 COMPUTER APPLICATIONS IN MANAGEMENT

Course Number :

Aim : To introduce the concepts of information technology and their application in management decision making.

Components of a Computer - Hardware & Software - Operating systems - Directories and File properties.

MS OFFICE - Introduction to WORD, POWERPOINT and EXCEL.

WORD - Creating a new document with templates & Wizard - Creating own document - Opening/modifying a saved document - converting files to and from other document formats - Using keyboard short-cuts & mouse - Adding symbols & pictures to documents - headers and footers - Finding and replacing text - spell check and Grammar check - Formating text - paragraph formats - adjusting margins, line space - character space - Changing front type, size - Bullets and numbering - Tables - Adding, editing, deleting tables - Working within tables - Adding, deleting, modifying rows and columns - merging & splitting cells.

EXCEL - Working with worksheets - cells - Entering, editing, moving, copying, cutting, pasting, transforming data - Inserting and deleting of cells, rows & columns - Working with multiple worksheets - switching between worksheets - moving, copying, inserting & deleting worksheets - Using formulas for quick Calculations - Working & entering a Formula - Formatting a worksheet - Creating and editing charts - elements of an EXCEL chart - Selecting data to a chart - Types of chart - chart wizard - Formatting chart elements - Editing a chart - Printing charts.

POWERPOINT - Creating new presentations - Auto content wizard - Using template - Blank presentation - Opening existing presentations - Adding, editing, deleting, copying, hiding slides - Presentations - Applying new design - Adding graphics - Using headers and footers - Animating text - Special effects to create transition slides - Controlling the transition speed - Adding sounds to slides - Using action buttons.

TALLY - Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation. Working in Tally : Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

Practicals : Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

References :

OFFICE 2000 complete - BPB
Windows 98 complete – BPB
Windows 98 6in1 by JANE CALABRIA and DOROTHY BURKE - PHI
using Microsoft OFFICE 2000 by ED, BOTT - PH

**1.8 SUPPORTIVE COURSE : BASICS OF MARKETING
(For PG students of other departments)**

Course Number :

Goals:

To make the non management students understand the basic marketing theory and concepts and the importance of marketing functions in a business enterprise.

Objectives:

To provide insights into the concepts, functions, principles and techniques of marketing management.

To enable the students to know about important topics like buyer behaviour, segmentation, marketing mix and strategy.

Contents:

Unit I

Marketing Philosophies - Importance of marketing - Functions of Marketing management - Integrated Marketing - Customer centred organization - Marketing Planning - Marketing Information System and Marketing Research.

Unit II

Marketing Environment - Consumer Behavior - Market Segmentation - Targeting and Positioning - Demand measurement - Effective Marketing mix.

Unit III

Product Management – New product development - Product mix – Product life cycle – Product line decisions – Branding and packaging – Pricing management objectives – methods and policies.

Unit IV

Distribution Management – Functions of channel intermediaries. Types of channels – selection – training – motivation and evaluation of channel members and market logistics.

Unit V

Integrated marketing communication process and tools – Advertising – Sales Promotion – Public Relations and Direct marketing decision – Controlling of marketing efforts.

Reference Books

1. Philip Kotler – Marketing Management – Prentice Hall / Pearson Education - 2005.
2. Etzel, Walker, Stanton and Pandit – Marketing Concepts and Cases – Tata McGraw Hill – 2006.
3. Perrault and Mc Carthy – Basic Marketing – Tata McGraw Hill – 2005.
4. Tapan K. Panda – Marketing Management – Indian Context – Excel Books – 2007.
5. Arunkumar and Meenakshi – Marketing Management – Vikas Publication – 2006.
6. Ramasamy and Namakumari – Marketing Management – Macmillan – 2005.

D.1 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : ENTREPRENEUR DEVELOPMENT

Course Number :

Subject Description :

This course presents the concepts, characteristics and role of entrepreneur and the basics of project finance and issues related to setting small business.

Goals :

To enable the students to develop the achievement motivation and to develop entrepreneurial competency.

Objectives:

On successful completion of the course the students will be able to understand

1. the concept, characteristics and role of entrepreneur
2. the need for developing rural entrepreneurship
3. the impact of government actions in entrepreneurship development.
4. the factor that motivate the people go for their own business.
5. the opportunities available for adapting for entrepreneurs career

Contents

UNIT I

Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

UNIT II

Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations is promoting entrepreneurs - Forms of business for - entrepreneurs.

UNIT III

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

UNIT IV

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

UNIT V

Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

REFERENCE

1. Vasanth Desai “*Dynamics of Entrepreneurial Development and Management*” Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta “*Entrepreneurial Development*” Sultanchand & Sons.
3. P.Saravanelu “*Entrepreneurship Development*” Eskapee publications.
4. S.S.Khanka “*Entrepreneurial Development*” S.Chand & Company Ltd.,
5. Satish Taneja, Entrepreneur Development ; New Venture Creation

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

2.1 OPERATIONS MANAGEMENT

Course Number :

AIM : To focus on key analytical methods and provide practical insight for operations management.

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection.

Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – **Quality assurance – Six Sigma concept.**

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications

4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”,Tata McGraw Hill.

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

2.2 MARKETING MANAGEMENT

Course Number :

Subject Description :

To enable the students to understand the market and marketing concepts, functions and systems by emphasizing on strategies and global market.

Goals:

To enable the students to learn the basic functions, principles and concepts of marketing for effective managerial function.

Objectives:

On successful completion of the course the students should have:

Understand the marketing concepts and tasks in the global economy.

To learn the buyer behaviour and factors influencing the buyer behaviour.

To understand the marketing communication process and mix along with the marketing channels.

Unit I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

Unit II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

Unit III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

Unit IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

Unit V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

References :

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Gargia, Delhi.
7. Case Studies in Marketing - R.Srinivasan - PHI.
8. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
9. Marketing Management – S.Jayachandran - TMH, 2003.

2.3 FINANCIAL MANAGEMENT

Course Number :

Subject Description :

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of finance in management.

Objectives:

On successful completion of the course the students should have:

To learn the various functions of financial management along with the application.

To learn capital budgeting and cost of capital.

To understand capital structure, dividend policy and working capital management.

UNIT I

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT III

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

UNIT IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM.

UNIT V

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

References :

1. Richard A. Brealey, Stevart C. Myers, "Principles of Corporate Finance" McGraw Hill, New York.
2. James C. Van Horns, "Financial Management & Policy" Prentice Hall of India (P) Ltd., New Delhi.
3. John J. Hampton, "Financial Decision Making – Concepts, Problems and Cases" Prentice Hall of India (P) Ltd., New Delhi (1994).
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. B J Camsey, Engene F. Brigham, "Introduction to Financial Management", The Gryden Press.
6. I.M. Pandey, "Financial Management", Vikash Publishing, New Delhi.

2.4 HUMAN RESOURCE MANAGEMENT

Course Number :

Unit I : Human Resource Function

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

Unit II : Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

Unit III : Training & Development

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

Unit IV : Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Unit V : Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

References:

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

2.5 QUANTITATIVE TECHNIQUES

Course Number :
AIM

To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

UNIT I

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – Dual of linear programming problem – Economic interpretation

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

UNIT V

Simulation – types of simulation – Monte Carlo simulation – simulation problems.
Decision Theory – Pay off tables – decision criteria – decision trees.

References :

1. Operations Research – An Introduction – Hamdy A Tata
2. Operations Research – Kanti Swarup, Gupta And Man Mohan
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
4. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
5. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8th Edition, TMH, 2003
6. Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
7. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
8. J. K. Sharma, “ Operations Research: Theory and Applications”, Macmillan , 1997
9. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

2.6 RESEARCH METHODS FOR MANAGEMENT

Course Number :

Subject Description :

Research Methods of Management emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

Goals:

To familiarize the students with methodology of research and its application in managerial decision making.

Objectives:

On successful completion of the course the students should have:

To understand scope and significance of research in business decisions.

To study and understand sampling techniques along with hypothesis.

To understand various scaling techniques and parametric and non-parametric test.

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

References:

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007
5. Naresh K Malhotra - Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
6. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
7. Anderson etal - Assignment and Thesis writing.
8. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 20% of the questions shall be problems
80% of the questions shall be theory based.

2.7 Computer Applications in Management (Only Practical Examination)

2.8 SUPPORTIVE COURSE : BUSINESS COMMUNICATION **(For PG students of other departments)**

Course Number :

AIM :

To Develop written and oral communication skills in students and to groom them to communicate effectively.

CONTENTS:

Unit I

Principles of effective communication – Barriers to Communication.

Unit II

Norms for Business letters – Standard letters, Customer complaints, Sales promotion.

Unit III

Long and short reports – Including exhibits and appendices – Visual and audio-visual aids for communication.

Unit IV

Non-verbal communication – Personal appearance.

Unit V

Conducting meetings – Agenda – Preparing minutes – Conducting Seminars – Oral communication.

References:

1. Lesikar and Flatley, Basic Business Communication, Tata McGraw Hill Publications, New Delhi.
2. Rajendra Paul and Koralahalli, Business Communication.
3. Krishnamohan and Meera Bannerjee – Developing Communication Skills, McMillan.

D.2 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : ENTREPRENEURSHIP AND INNOVATIONS

Course Number :

Subject Description

The course presents the various aspects of entrepreneurship, invention and importance of innovation in business management and expansion.

Goals

To enable the students to learn the various aspects of innovation and methods of Fostering Innovation

Objectives

On successful completion of the course the students will be able to understand

1. the importance of innovation in business
2. the process of planning innovation
3. the role of innovation in marketing.
4. the various tools in technological innovation.

Contents

UNIT I

Innovation in business – the big picture –The IQ – Innovation Quotient – Stepping off the cliff – Establishing environments for creativity - Cycling worlds – Creating the climate – Taking risks, failing and being OK.

UNIT II

Working in an environment for creativity – The death of the chairperson – Listening: for ideas and to the meeting in your head – Speaking for easy listening – Questioning... the wisdom? – The destructive nature of questions – Hiding ideas behind questions – Discounting and revenge cycles – itemized response

UNIT III

The Creative Problem – solving Structure - Planning - Task analysis – Springboards – Speculative thinking exercise – Imaging, metaphor, analogy and excursion – Journey into absurdity – Selection of springboards – Idea development – Developmental thinking exercise – Next steps – Learning from actual experience.

UNIT IV

Invention and Innovation – The Breakthrough Dilemmas – Invention : Seeing Differently – Innovation: The Long Road – Fostering Invention – Mentoring and Apprenticeship – Fostering Innovation –Innovative Research Groups – Obstacles to Radical Innovation – Cultures of Innovation – Innovation at the Crossroads.

UNIT V

Innovation and the Market – Assessing the Risk - The Innovation Process – Where Are We Now ? – The Diagnosis – The Consultation Group – Selecting a Strategy – Preparing the Organisation – Setting up the Investment.
Evaluating the Costs of the Project – Evaluating the Impact of the Project - Innovation is a State of Mind – Technology Watch – Acquiring Technological Innovation – Intellectual Property – Partnership

REFERENCE

1. Bellon Whittington “Competing through Innovation” , Prentice
2. Peter F. Drucker, Innovation and Entrepreneurship
3. Michael H. Morris, Donald F. Kuratko, and Jeffery G Covin, Corporate Entrepreneurship & Innovation
4. Robin Lowe and Sue Marriott, Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization
5. John Bessant and Joe Tidd, Innovation and Entrepreneurship

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

3.1 BUSINESS ENVIRONMENT AND ETHICS

Course Number :

Subject Description :

Business Environment Ethics emphasizing on emerging trends in social, political, ethical and legal aspects affecting business decisions explaining the business environment concepts in significance along with the fiscal policy.

Goals:

To enable the students to learn the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

Objectives:

On successful completion of the course the students should have:

Understand the concepts in significance of business environment along with the social responsibility.

To learn organizational ethic theories and sources.

To understand the fiscal policy and legal environment of business.

To understand global management issues.

UNIT I

Business environment - The concept and significance - constituents of business environment - Business and society, Business & ethics - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

UNIT III

Global management Issues MNCs Politics and Environment
Multi national corporations and Government relationship, Business in Politics, Managing environmental quality, Ethics & Profit in Business.

UNIT IV

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

UNIT V

Legal environment of business - Monopolies Restrictive Trade Practices Act. Foreign Exchange Management Act-1 Securities and Exchange Board of India Act - Customs & Central Excise Act - Central & State Sales Tax - Consumer Protection Act Patents Act - Competition Law.

References :

1. Adhikari M - Economic Environment of management
2. Francis Cherunilam - Business Environment
3. Pruti S. - Economic & Managerial Environment in India
4. Shaikh Saleem – Business Environment, Pearson Education, 2006
5. Davis & Keith William C. Frederik - Business and society
6. Amarchand D - Government and Business
7. Mankard - Business Economics, Mac Millan.
8. A.N.Agarwal - Indian Economy - Wishwa Prakashan
9. Steiner & Steiner - Business Government and Society, McGraw Hill, 2003.
10. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001.

3.2 MANAGEMENT INFORMATION SYSTEM

Course Number :

Unit I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Unit III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

Unit IV

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

TEXT BOOKS

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.
5. R.Srinivasan, "Strategic Management", IInd edition, Prentice Hall of India, New Delhi.
6. M.Senthil, "Management Information System", 2003.

3.3 to 3.6 ELECTIVE COURSES

3.7 PROJECT REPORT & VIVA VOCE

3. 8 SUPPORTIVE COURSE : FUNDAMENTALS OF STOCK MARKET INVESTMENTS AND MUTUAL FUNDS (For PG students of other departments)

Course Number :

Goals :

To enable the participants to invest their savings in Stock Market instruments and Mutual Funds.

Objectives

To provide basic knowledge and understanding in various concepts in Investments related to stock market and mutual funds.

Contents:

Unit I

Investment – Meaning – Risk Vs. Return.

Unit II

Stock Market – Meaning – Functions – Forms of Share issue – Documents related to Share Trading.

Unit III

Stock Exchanges – Functions – Its regulation – Role of SEBI.

Unit IV

Fundamental Analysis – Knowing about the Economy, Industry and Company performance.

Unit V

Technical Analysis – Basic Principles – Tools.

Unit VI

Mutual Funds – Introduction – Mechanism – Advantages – Schemes of MF – Basic Concepts in MF.

Unit VII

Portfolio Management – Process.

Unit VIII

Internet Trading in India – An overview.

Books Recommended:

1. Investment Analysis and Portfolio Management – Prasanna Chandra – (Tata McGraw Hill), Second Edition, 2005.
2. Dalal Street Journal's Stock Market Book.
3. Portfolio Management – Barua and Raghunathan – (Tata McGraw Hill).
4. Investment Analysis and Portfolio Management – R.P. Rustagi – Sultan Chand & Sons, First Edition, 2007.
5. Indian Financial System – P.N.Varshney & D.K.Mittal, (Sultan Chand & Sons), Eighth Edition, 2006.

D.3 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : LEGAL ASPECTS OF BUSINESS

Course Number :

Subject Description :

This course presents the various types of business organisations and the various legal formalities to be followed to start an organisation.

Goals :

To enable the students to learn the various kinds of business organisation and the method of promoting them.

Objectives

On successful completion of the course the students will be able to understand

1. the various types of business organisations
2. the merits and demerits of various form of organisation
3. the various legal formalities in starting an organisation
4. the procedure for establishing a company.

Contents

UNIT I

Nature And Scope Of Business-Concept of Business-Branches of Business-Business System-Business organization as a system-systems approach applied in an organization-Objectives of modern business-Essentials of a successful business-Forms of Business Organisations- Forms of private and public sector enterprises-Rationality of public enterprises-Objectives of public enterprises-Management of state enterprises-Forms of state enterprises-Department undertaking-Government company-Public corporation-Features, merits and demerits.-Planning- Advantages and limitations of planning – organization structure- Line, functional, staff organisations-Line and staff conflicts-projects, committee organization-Management consultancy

UNIT II

Law Relating To Partnership: Growth of Law of Partnership-Customs and usage of trade as origin; partnership law under the different schools-Hindu Law of partnership, Jews Law, Roman Law, French Law, English Law, American Law and Indian Law.-Indian Partnership Act, 1932 – Introduction-Applications to provisions of Act IX of 1872 (Indian Contract Act, 1872)-Outline of the Act. Definition of Partnership-Mode of creating partnership-Deed of Partnership-Firm name-Property of the firm-Tenancy right-Position of minor-Position of alien enemy-Insolvent-Married and un married woman-Hindu Undivided Family-A foreigner, Convict, Corporation in partnership-Types of Partnership-Partnership at will and Particular partnership, Classification of partnership on the basis of liabilities-Limited liability partnership and unlimited liability partnership-and Partner by holding out of estoppels.

UNIT III

Partnership and Other Association-Partnership and H.U.F-Partnership and co-ownership-Partnership and club or non-trading association-Partnership and Joint Stock Company. Rights, Duties, Liabilities and Authorities of Partners-Mutual rights and duties-Rights and authorities-Liabilities-Rights of transferee of a partner's interest-Rights of a partner-Duties of partners-mandatory and duties subject to agreement-Authorities of partners-Limitation of implied authorities-Reconstruction-Liability of a retiring partner-Liability of insolvent partner-Effect of change in constitution of the firm on guarantee given-Rights of outgoing partner-Agreement in restraint of trade.

UNIT IV

Registration of Firm-Mode of registration-Application for registration-Signature-Verification-Fees-Certificate of registration-Registrar of firm-Rectification of mistake-Amendment of register by order of court-Penalty for furnishing false particulars-Inspection-Copy and rules of evidence regarding register and filed documents-Effects of non-registration of firm-Dissolution of Firm – Types of dissolution-Compulsory dissolution - voluntary dissolution under supervision of court and without the supervision of court-Rights- duties-and liabilities after dissolution of firm-Mode of giving public notice.

UNIT V

Company Law – Nature of Company-Kinds of Companies-Formation of Company-Memorandum of Association-Articles of Association-Prospectus-Membership in a Company-Share Capital-Shares-Borrowing Powers-Management and Administration-Meetings and Proceedings-Accounts and Auditors-Prevention of Oppression and Mismanagement-Compromises, Arrangements and Reconstructions-Winding up. Indemnity And Guarantee-Bailment And Pledge-Contract Of Agency-Sale Of Goods – Formation of Contract – Conditions and Warranties –Transfer of Property – Performance of Contract – Rights of an Unpaid Seller-Negotiable Instruments – Negotiable Instruments – Notes, Bills and Cheques-Parties to a Negotiable Instrument – Negotiation-Presenment of a Negotiable Instrument-Dishnour of a Negotiable Instrument-Discharge of a Negotiable Instrument-Rules of Evidence.

REFERENCE :

1. SS Gulshan, Business Law, Excel Books, 3rd Edition, 2006
2. Y.K.Bhusan, Business organisation and management
3. R.K.Sharma and Sashi K. Gupta, Business organisations.
4. S.C.Khuchal, Business Law
5. N.D.Kapoor, Business Law

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT

Course Number :

Objectives : Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

Unit I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Unit II

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

Unit III

Strategy Formation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, non-profit organisations and large multi product and multiple market organisations.

Unit IV

Tools of Strategy Planning and evaluation :

Competitive cost dynamics - experience curve - BCG approach - cash flow implication - IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Strategy implication & Control :

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

References :

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

4.2 INTERNATIONAL BUSINESS

Course Number :

UNIT - I

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

UNIT - II

Country Factors

National Differences in Political Economy : Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

UNIT - III

The Global Trade and Investment Environment

International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond.

The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System

The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

UNIT - V

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice.

Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work.

Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade.

References :

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

4.3 to 4.6 ELECTIVE COURSES

D.4 P.G. DIPLOMA IN ENTREPRENEUR DEVELOPMENT : BUSINESS PLAN

Course Number :

Subject Description

The course presents the various aspects of a business plan and its preparation.

Goals

To enable the students to prepare a good business plan.

Objectives

On successful completion of the course the students will be able to understand

1. the importance of business plan.
2. the various components of business plan.
3. to prepare the business plan for starting a business.

Contents

UNIT I

Business Plan : The Meaning - The 'Why' of Business Plan - Basic Parameters - Basic parameters : Timing of Decisions Undertaken - Project Parameters :The Common Considerations – Factor of successful business – capital management – eligibility to attract motivates- financial control – Anticipating change and adaptability.

UNIT II

Business Plan process – Sources of Information – Internet , government sources and statistics – offline research resources- Library –SBDC's – Trade and industries association – sources of market research – evaluating data - Benefits of Market Study - Coverage of Market Study - Information Sources - Market Demand : A Five Dimensional Concept

UNIT III

Business Plan Components – The Executive Summary – Company Description – Industry Analysis & Trends – Target Market – Competition – Strategic Position & Risk Assessment – Marketing Plan & Sales Strategy – operations – Technology Plan – management & Organization – Community Involvement & Social Responsibility – Development, Milestones & Exit Plan – The Financials.

UNIT IV

Exploratory –cum-Desk Research (EDR) – Field Interviews : An Essential Skill – Field Interviews : useful Tips - Product / Service and EDR /DMR – Detailed Market Research (DMR) – Other Methods – Analysis of Information - Need for Judgments – Soft Drink Illustration – Errors and Precautions – Manufacturing Process – Sources of Technical Know-how - Reassurance on Manufacturing Process – Plant and Machinery – Supplier Identification – Interaction with Suppliers – Supplier Selection - Tips on Supplier – transaction.

UNIT V

The Lay – out – Built-up Area – Raw materials - Packing – Land Requirement – Utilities – Manpower – Search for Location : Reasons – Selection Criteria-Information Sources – Location / Site Selection - Purpose of Financial viability – Financial viability : Meaning – Project Cost – Avoid Differences with Loaning Agency – Working Capital and Working Capital Margin - Assessment of Working Capital Requirement – Working Capital Assistance.

Capacity Utilization and Income, Expenditure, Profit Estimate – Viability Test – profitability – Cash Flow Estimate – Risk Analysis – Financial Viability : A Recapitulation – Implementation schedule.

REFERENCE

1. Rhonda Abrams “The Successful business Plan Secrets & Strategies” Prentice
2. Rhonda Abrams “ The business Plan in a day ” Prentice
3. Business plan Preparation –Entrepreneurship Development Institute of India
4. Arthur R. DeThomas Ph.D. and Lin Grensing-Pophal, Writing a Convincing Business Plan
5. Mike P. McKeever, How to Write a Business Plan

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

ELECTIVES

PROMOTION MANAGEMENT

Course Number :

UNIT I : PROMOTION MIX & PERSONAL SELLING: Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix.
Personal selling - Sales force Design - objectives, strategy six, structure and compension. Principles of Personal Selling - Salesmanship, steps in selling process, Negotiation - Models, Strategy & Tactics, Customer Relationship Management. Evaluation of personal selling.

UNIT II : ADVERTISING MANAGEMENT:

Meaning, Objectives, Importance, Classification of advertisement, Economic and Social Effects of Advertising, Organisation of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget.

UNIT III : ADVERTISING MEDIA MANAGEMENT:

Types - Print, Radio, TV, Cinema Outdoor and other forms - Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

UNIT IV : ADVERTISING CREATIVITY:

Advertising Copywriting for Print and Broadcast Media - Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

UNIT V : SALES PROMOTION AND PUBLIC RELATIONS

SALES PROMOTION :

Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion.

PUBLIC RELATIONS :

Objectives, Tools, Media and Message, Evaluation of Public Relations.

UNIT VI Case Analysis

References :

1. Promotion Management - John.J.Burnett - AITBS.
2. Advertising - Theory & Practice - Vernon Fryburger - AITBS.
3. Advertising Excellence - Bovee & Thill - Mc Graw Hill International.
4. Advertising and Promotion: An Integrated Marketing Communications Perspective – George E Belch and Michael E Belch, 6th Edition, TMH, 2006
5. Sales Promotion - Tony Dakin.
6. Sales Promotion - Julian Cummins.
7. Successful Sales Promotion - Pran Chowdhry .et.al. - MacMillan
8. Sales Management - Cundiff, Stil & Govani – PHI/Pearson.
9. Practical Public Relations - Sam Black - Universal Book.
10. Managing Public Relations - Gruning and Hunt - CBS College Publishing.

EXPORT MANAGEMENT

Course Number :

AIM : To help students acquire familiarity of the knowledge and process of export and import trade.

UNIT I : Export - meaning - scope - functions - Role of export in economic development - Planning for export - market analysis:- market intelligence and market Research - market selection and entry strategies for export.

UNIT II : Legal aspects of export trade:- International law: Private Law - Transport contracts - Payment and credit - settlement of disputes - Indian Laws: EXIM policy - Law relating to packaging - pricing - Advertising - distribution.

UNIT III : Export financing: methods and sources of export finance - Terms of payment for export - Letter of credit - Institutional aid for export financing: RBI, EXIM Bank, ECGC - commercial banks. Export pricing: Factors influencing export price - Forms of pricing - pricing approaches - Transfer pricing - Dumping - International price quotation - Incoterms.

UNIT IV: India's export performance - Problems in export trade- Export promotion - Need - Export promotion in India:- Institutional support for export promotion - Export promotion incentives -EPZ & FTZ, 100% EOU, Export houses, Trading houses - Star Trading houses - Project and consultancy export -

UNIT V: Export Procedure and documentation: Export order execution - Product preparation - quality control and Pre-shipment inspection - Packaging - freight forwarders - Cargo insurance - customs clearances - Documentation Procedure and clearing Export bills. Import Procedure:- Import licensing - Replenishment license - Advance import license - Pass book scheme - Import of capital goods.

References :

1. TAS Balagopal - Export management - Himalaya
2. Varshney & Battacharya - International Marketing Sultanchand & sons
3. Francis chernmilam - International Trade and Export management - Himalaya
4. B.S Rathor - Export Management - Himalaya.
5. S. Shivaramu - Export Marketing - Himalaya

CONSUMER BEHAVIOUR

Course Number :

UNIT - I

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation and Consumer Behaviour.

Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage.

Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour.

Perception - Elements, Just notice able difference - its application to Consumer Behaviour, Perceptual organization and defense, consumer imagery.

UNIT - II

Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict.

Personality - Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self image.

UNIT - III

Attitude formation & change - Tricomponent and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self perception theories, Foot in the door phenomenon.

Groups - types, Celebrities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.

UNIT - IV

Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Sex, Subcultural interaction.

Cross culture : International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation marketing mistakes – undertaking differences.

UNIT - V

Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership.

Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process.

References :

1. Kurder, Consumer Behaviour, PHI/Pearson.
2. Schiffman.L.G. & Kanak.L.L., Consumer Behaviour, PHI/Pearson.
3. Loudon.D, Consumer Behaviour, Concepts & Applications, Albert Biutta, McGraw Hill.
4. Ingel, Roger & Blackwell, Consumer Behaviour.

RURAL MARKETING

Course Number :

UNIT I

Rural Economy - Policy interventions, reforms Diagnosis challenges to Indian Marketer.

UNIT - II

Rural Marketing - introduction, nature and attractiveness, rural vs urban Marketing.

UNIT - III

Selecting and Attracting markets - introduction Segmentation – Concept, degree, guidelines and bases, Targeting and Positioning.

UNIT - IV

Product Strategy - Introduction, Classification, Significance, Scope. Product Mix, Competitive product strategies. Pricing strategy – Introduction, Concepts, Significance, Objectives policy.

UNIT - V

Promotion Strategy - introduction, exploring, Target audience, Designing, Comparison Distribution strategy - introduction, channels old, new, pragmatic, approaches covering strategy.

References :

1. Krishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
2. Ramkishen, New Perspectives on Rural Marketing, Jaico Books, 2002.
3. Gopaldaswamy, Rural Marketing, Wheeler Publishing.

FINANCIAL SERVICES

Course Number :

Subject Description :

Financial Services emphasizing on the emerging trends in financial services like merchant banking, hire purchase, leasing, mutual funds, venture capital and mergers and acquisitions.

Goals:

To familiarize the students on the latest trends to financial services.

Objectives:

On successful completion of the course the students should have:

To learn the various financial services provided by NBFCs.

To understand the modes of raising capital from domestic and foreign market.

To evaluate feasibility of projects on hire purchase and leasing.

To study and understand mutual funds, venture capital, merges and appreciation along with other financial services.

UNIT I

Merchant Banking - Functions - Modes of raising capital from Domestic and foreign markets - Raising short term funds -Recent developments in the capital markets - SEBI guidelines on merchant banking in India. NBFCs in India.

UNIT II

Hire Purchase - Concept - evaluation of Hire Purchase Proposals.

Leasing -overview - tax aspects - Lease Accounting - Types of leases - Evaluation of leasing proposals.

UNIT III

Mutual funds - operations performances, regulation - SEBI guidelines for mutual funds.

UNIT IV

Other financial services.

Venture Capital - Bill Discounting - Factoring - credit rating - Asset securitization - Depositories.

UNIT V

Mergers and Acquisitions - SEBI code on Take-overs - Business Failures and reorganizations. Case Analysis, Review of relevant articles.

References :

1. M.Y.Khan, Indian Financial Systems.
2. K.Sriram, Hand Book of Leasing Hire Purchase & Factoring.
3. R.M.Srivastava, Indian Financial System.
4. Rajas Parashine and Ashok Kumar, Introduction to Lease Financing.
5. T.Sundar Rajan, Merchant Banking.
6. L.M.Bhole, Financial Institution & Markets.
7. Habel J.Johnson, Financial Institution & Markets.
8. Dr.J.C.Verma, Mutual Funds & Investment Portfolio.
9. Nalini Prava Tripathy, Financial Instruments and Services, Prentice Hall of India, New Delhi.

EQUITY RESEARCH AND PORTFOLIO MANAGEMENT

Course Number :

Subject Description :

Equity Research and Portfolio Management emphasizing on valuation of securities based on technical and fundamental analysis. Emphasizing on construction and revision of port folios.

Goals:

To familiarize the students on the modes of selecting investment opportunities, and analyzing the securities for investment.

Objectives:

On successful completion of the course the students should have:

To understand investment settings and valuation of securities to study the fundamental and technical analysis – concepts and applications.

To understand portfolio construction, diagnostic evaluation and revisions.

UNIT I : Investment setting - Securities - Securities Market - Sources of investment information - Security market indicators - Security Contract regulation Act.

UNIT II : Valuation of Securities : Equity - Preference shares - Debt instruments - Hybrid securities - derivatives - Asset pricing theories - CAPM - APT - Portfolio theory - Option pricing theory.

UNIT III : Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques.

Industry Analysis - Industry classifications. Economy and Industry analysis. Industry life cycle - Evaluating Industry relevant factors - External industry information sources.

UNIT IV : Company Analysis : Measuring Earnings - Forecasting Earnings - Applied valuation techniques - Graham and Dodds investor rations value investing.

Technical Analysis : Fundamental Analysis Vs Technical Analysis - Charting methods - Market Indicators - Trend - Trend reversals - Patterns - Moving Average - Exponential moving Average - Oscillators - ROC - Momentum - MACD - RSI - Stoastics.

UNIT V : Portfolio - Construction - Diagnostics Management - Performance Evaluation - Portfolio revision, Case Analysis, Review of relevant articles.

References :

1. Investment Management and Portfolio Analysis - Reilly.
2. Fundamentals of Investing - Gitman
3. Security Analysis - Graham and Dodd
4. Management of Investments - Clark Francis
5. Modern of Security Analysis and Portfolio Management - Fuller and Farvell.
6. Investment Management - Balla and Tuteja.

HUMAN RESOURCE DEVELOPMENT

Course Number :

AIM : To enable the students to learn the principles and practices of developing human resources.

UNIT I : Introduction to the concept and philosophy of HRD - Meaning, scope, importance, difference between traditional personnel management and HRD - Contextual factors and Human Resource System Designing. Role Analysis and HRD- Key performance areas, Critical Attributes, Role Effectiveness, Role analysis methods.

UNIT II : Performance appraisals and performance development - objectives of performance appraisal - The past and the future; Basic considerations in performance appraisal; Development oriented appraisal system. Interpersonal Feedback and performance counseling - Giving and receiving feedback; Developing dyadic relationship through effective counseling.

UNIT III : Potential Appraisal and Development. Career planning and Development.

UNIT IV : Training - conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow-up training.

UNIT V : Organization Effectiveness - Organisation Culture, HRD climate; Organization Development - characteristics, HRD - OD interface, Managing change through OD. HRD/OD approach to I.R. HRD implementation strategies and issues in Human Resources System designing. HRD experiences in India - Emerging trends and perspectives.

References :

1. Pareek Udai and T.V.Rao, Designing and Managing Human Resource Systems, Oxford & IBH.
2. Rao T.V. performance Appraisal: Theory and Practice. AIMA-Vikas.
3. ILO: An Introductory course in Teaching and Training Methods for Management Development. Sterling Publishers.
4. Rao T.V.et.al.(ed) Alternative Approaches and Strategies of HRD Rewat Publications.
5. Silvera D.M. - Human Resource Development - the Indian Experience New India Publications.
6. Rao VSP, Human Resource Development, Response Books, 2001.
7. Kandula S.R, Strategic Human Resource Development, PHI, 2001.

MANAGING INTERPERSONAL EFFECTIVENESS

Course Number :

Managing Interpersonal Effectiveness. This is a self and Personality development course to be integrated with exercises and experiential learning.

UNIT I

Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

UNIT II

Communication

Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contract, Facial expression, Kinersics, Body language, Deception, and Detecting deception.

UNIT III

Assertive Training

Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

UNIT IV

Transactional Analysis

Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

UNIT V

Counseling

Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space. Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

References :

1. Venkatapathy.R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA, 1993.
4. www. Ta Tutor.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

EVENTS MANAGEMENT

Course Number :

Unit I

Events - nature definition and scope, C's of events, designing, interaction and importance. As a marketing tool - various needs addressed by events, focusing and implementing events, advantages and disadvantages of events.

Unit II

Elements of events - event infrastructure, target audience, organizers, venue, media activities to be carried out. Concept of market in events, segmentation and targeting of the market events.

Unit III

Positioning in events and the concept of event property. Events as a product. Methods of pricing events, Events and promotion, various functions of management in events.

Unit IV

Strategic market planning, Development and assessment of market plan.

Unit V

Strategic alternatives arising from environment, competition and defined objectives. Pricing objectives, Evaluation of event performance - measuring performance & correcting deviations,

References :

1. Gaur.S.S. and Saggere.S.V., Event Marketing Management.
2. Panwar.J.S., Marketing in the New Era, Sage Pub., 1998.
3. Kotler.P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997.
4. Avrigh.Barry, Event and Entertainment, Delhi, Vision Books, 1994.

ADVANCED PRODUCTION MANAGEMENT

Course Number :

Aim

To enable students in learning production management techniques and process at advanced level.

UNIT – I

Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness – economy studies for Investment and replacement in Production Management.

UNIT – II

Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.

UNIT – III

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system.

UNIT – IV

Productivity Techniques – Application of quantitative models for production planning and control – process charts, network analysis.

UNIT – V

Human aspects of production management – Methods of improving business process re-engineering – synchronous manufacturing – production planning and financial planning.

REFERENCES:

1. Chase and O' Aqulano – Production and Operations Management
2. J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area
3. Powell Niland – Production Planning, Scheduling and Inventory control
4. Floyd C. Mann and L. Richard – Automation and the worker Heffman
5. S.C. Agarwal – Maintenance Management
6. E. Leno J. Miller – Modern Maintenance Management Jerome W. Blood (ed)

ELECTRONIC COMMERCE

Course Number :

Unit I

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

Unit II

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

Unit III

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

Unit IV

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

Unit V

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

Referece

1. Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce - A Manager's guide", Addison - Wesley, 2000.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education, 2003
6. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition – Wesley, 2000.

SYSTEMS ANALYSIS AND DESIGN

Course Number :

Unit I

System Concepts & Information System Environment : System concepts - definition, characteristics of a system, Elements of a system, Types of a System, introduction to System Analysis and Design - System Analysis, System Design, System Development Life Cycle.

Unit II

The Information System Analysis : Introduction - where does the system analysis come from? - What does it do? - Preparing for Career as a System Analyst - General Business Knowledge - Technical Skills - Communication skills - Role of System Analyst - Change Agent - Investigator and Monitor - Psychologist, Sales Person, Motivator, Politician, Place of the System analyst position in the MIS organization.

Unit III

System Analysis : Problems who System Development Life Cycle approach, Neet for a Structured approach, Information Gathering. A problem solving approach - Data Flow Diagrams, Data modeling with logical entity relationship. Process modeling with logical data flow diagram, Dta dictionary, Decision Tree, Decision tables and Structured English.

Unit IV

System Design : Introduction, The Process of Logical & Physical design - Modern Computer Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization. Computer outputs and controls, computer inputs and controls, Code design, Computer based methods, procedures and controls.

Unit V

System Implementation : System testing Conversion Compating resistance to change Post Implementation review Software maintenance Hardware/Software Selection Seuruty disaster/ recovery and ethics in System development.

Case Analysis.

References :

1. System Analysis and Design - Elias M.Awad.
2. System Analysis and Design - Jerry L.Whitten, Lonnie D.Bently & Victor M.Bar
3. System Analysis and Design - A case study approach - Robert J Thierauf.
4. Data base System Concepts - Henry F.Korth,Abraham Silberchatz & Sudharsan.
5. System Analysis and Design - Kendall, Pearson, 2002.

INTEGRATED MATERIALS MANAGEMENT

Course Number :

AIM

The Course is aimed at acquainting the student with various objectives and functions of Materials Management. This course also lays emphasis on decision making process.

UNIT – I

INTRODUCTION AND BASIC CONCEPTS

Concept and significance of Integrated Materials Management
Materials codification and computerization

UNIT – II

MATERIALS PLANNING AND CONTROL

Inventory Planning and Control

Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System.

Materials Requirement Planning (MRP)

Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.

UNIT – III

PURCHASING

Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis.

Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance

Purchasing Capital Goods, Seasonal Goods, Imported Goods

Deferred Payment Schemes – Lending Institutions – Leasing Trends.

Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.

UNIT – IV

WAREHOUSING AND STORES

Location and Layout of Warehouses and stores – Different typical models.

Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Stores Accounting.

UNIT – V

MISCELLANEOUS TOPICS

Practical problems in Management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance.

Materials Handling and Transportation Management

Case Studies

REFERENCES:

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Ltd.
2. A.K. Datta – Integrated Materials Management A Functional Approach – Prentice Hall of India P. Ltd.
3. M.S. Sandilya and P. Gopalakrishnan – Inventory Management: Text and Cases – Macmillan Indian Ltd.
4. M.D. Patel, A. Chunawalla and D.R. Patel – Integrated Materials Management (Concepts & Cases) – Himalaya Publishing House.

RETAIL MANAGEMENT

Course Number :

Unit I

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

Unit II

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

Unit III

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

Unit IV

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

Unit V

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

Reference :

1. Berman and Evens, *Retail Management*, PHI.
2. David Gilbert, *Retail Management*, Financial Time/Prentice Hall.
3. Gibson Vedamani, *Retail Management*, Jaico Books.
4. Levy & Weitz, *Retail Management*, Tata McGraw Hill.

QUALITY MANAGEMENT SYSTEMS

Course Number :

UNIT - I

Quality – meaning and importance; Principles of quality gurus; Quality improvement techniques – pareto diagrams, cause-effect diagrams, scatter diagrams and run charts; Statistical concepts – definitions, measures of central tendency, measure of dispersion, concepts of population and samples and normal curves; Costs of quality; Process variation – Basic forms and Taguchi’s view of variation.

UNIT - II

Statistical process control charts – p chart, np chart, X-bar chart, R chart, S chart and c chart; Process capability index; Acceptance sampling – single sample plan, sequential sampling plan, producer and consumer risk, operating characteristic curve and double sampling plan; Design of experiments – Two level experiments, orthogonal array, grand mean effect, effect of the factors, repetition error effect, determining significant factors and optimum results.

UNIT - III

Quality loss function; Taguchi loss functions; Types of quality loss function; Robust design process; Parameter design process; Parameter optimization experiment; Experimental approaches – one-factor-at a time experiment, full and fractional factorial experiment; Analysis of mean (ANOM) and Analysis of variance (ANOVA); Failure mode and effect analysis.

UNIT - IV

Reliability – definition and concepts; Product life characteristic curve – bath tub curve; Reliability function; Reliability engineering; Total quality management – principles and practices; Customer satisfaction; Total employee involvement; Total production maintenance; Quality assurance; Quality circle; Quality audit – world class standards.

UNIT – V

Quality standards; ISO 9000 : 2000 – concepts, various procedures / clauses, certification requirements, implementation of ISO 9000 in Indian business environmental; IS 14000 – concepts and importance; Six sigma; Service quality measurements – SERVQUAL and national and international standards.

REFERENCES:

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, 4th edition
2. Donna C.S. Summers, Quality, Prentice-Hall, 2006, 4th Edition
3. Dale H. Besterfield, et.a. Total Quality Management, Prentice Hall, 2003.

SUPPLY CHAIN MANAGEMENT

Course Number :

Aim

To familiarize the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods.

UNIT – I

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.

UNIT – II

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub contracting – Purchase insurance – Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.

UNIT – III

Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.

UNIT – IV

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.

UNIT – V

Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – Organizational issues to implement SCM.

REFERENCE

1. Supply Chain Management – For Global Competitiveness – B.S. Sahay – Macmillan India Limited, 1999.

2. 2. Supply Chain Management: Strategy planning and operations – Sunil Chopra and Peter Meindal, 3rd Edition, PHI, 2007
3. 3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies – Simchi-Levi, Kaminsky and Simchi-Levi, 2nd Edition, TMH, 2007
4. 4. Robert B. Handfield & Ernest L. Nichols, Jr., Introduction to Supply Chain Management, Prentice Hall of India, New Delhi.

SERVICES MARKETING

Course Number :

UNIT I : Services Marketing - meaning - nature of services - Types and importance - Relationship marketing - Mission, strategy, elements of design, marketing plan market segmentation.

UNIT II : Marketing mix decisions:- unique features of developing, pricing, promoting and distributing services - Positioning and differentiations strategies, quality of service industries - Achievement and maintenance, customer support service-

UNIT III : Marketing of hospitality :- Perspectives of Tourism, Hotel and Travel services - Airlines, Railway, Passenger and Goods Transport - Leisure services.

UNIT IV : Marketing of Financial services :- Concept - Features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and financial intermediary services.

UNIT V : Marketing of Non-Profit Organisations :- Services offered by charities - Educational service - miscellaneous services - Power and Telecommunication.

References :

1. Services Marketing - S.M.Jha - Himalaya Publishing Company 1998, Mumbai.
2. Services Marketing - Indian experiences - Ravishankar - South Asia Publication 1998, Delhi.
3. Services Marketing: Integrating Customer Focus across the Firm – Valarie A Zeitnamd and Mary Jo Bitmer, 3rd Edition, TMH, 2003.
4. Services Marketing - Text & Readings - P.K. Sinha & S.C.Sahoo - Himalaya, Mumbai.
5. Essence of Services Marketing - Adrian Pyne - Prentice Hall of India, New Delhi.
6. Services Marketing - Lovelock - Prentice Hall
7. Services Marketing - Jeithaml - I.S.E.
8. Services Marketing - Gousalves - Prentice Hall
9. Services Marketing - Principles & Practice - Palmer, Prentice Hall.
10. Services Marketing - Woodruffe - McMillan.
11. Ravi Shankar, Services Marketing, Excel, 2000.

BRAND MANAGEMENT

Course Number :

UNIT – I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT – II

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference – Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

UNIT – III

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

UNIT – IV

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

UNIT – V

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

Reference:

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, Vikas.
7. Chandrasekar, Product Management, Himalaya.

DISTRIBUTION MANAGEMENT

Course Number :

UNIT I : EMERGENCE AND COMPONENTS OF MARKETING CHANNELS

Types, Functions, Relationship, Retailing – Structure, operations and strategies, wholesaling – structure, operations and strategies, Physical Distribution – Structure and strategy.

UNIT II : CHANNEL MANAGEMENT

Channel Planning, Designing Channel Systems – Organising patterns – Channels Policies, Channel Communication and information systems, Assessing marketing channel performance, Distribution cost analysis.

UNIT III : CHANNEL MANAGEMENT IN OTHER CONTEXTS

Channel Management by wholesalers and Retailers – Retail formats – Franchise-designing and management Telemarketing, e-marketing, e-tailing, Integrated distribution management

UNIT IV : RETAIL MANAGEMENT

Identifying and Understanding consumers - Choosing a store Location – Trading area analysis and site selection, Buying and handling merchandise, pricing and financial management – Establishing and maintaining a retail image. Customer service

UNIT V : PHYSICAL DISTRIBUTION MANAGEMENT

Importance of Physical distribution, Logistics System analysis and design, Organization and control, Role and Importance of warehousing, Warehouse Type, Size, number, location, prerequisite for Warehousing, Warehousing in India, Inventory Control – Cost and issues – Risk Management.

References :

1. Marketing Channels – Louis.w. Stern & Abel I. Elansary – Prentice Hall India.
2. Retail Management – A Strategic Approach – Berry Berman & Joel.r. Evans – Macmillan, New York.
3. Physical Distribution MGT – Logistical Approach – K.K Khanna – Himalaya.
4. Contemporary Logistics – James C Johnson & Donald F. Wood – Himalaya.
5. Strategic Marketing Channel MGT – Donald Bowersox, & Bixby Cooper – MC Graw Hill International.
6. Retail Marketing Management – David Gilbert – Pearson Education/Prentice Hall.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Number :

Subject Description :

International Financial Management emphasize on application of global trends like FDI, foreign market, inflation and interest on financial decisions of management explaining the theories of International Financial Management and evaluation of cost of capital.

Goals:

To enable the students to learn basic functions, principles and concepts of International Financial Management.

Objectives:

On successful completion of the course the students should have:

To understand the basic functions, principles and concepts of International Financial Marketing.

To learn foreign exchange market and theories.

To learn risk and hedging techniques, evaluation and explanation of FDI and new trends in sources of capital.

UNIT I : Foreign exchange market - Cash and spot exchange markets - Forward, Futures and option market.

Interest rate Parity theory - expectation theory - law of one price - capital market equilibrium - International monetary system Exchange rate determination - Factors governing Exchange rate Behaviour.

UNIT II : Foreign Risk - Types of Exposure - Management of Exposure - Currency Market Hedges - Insuring Currency Risks.

UNIT III : International Investment decisions - Cost of Capital and Foreign Investment - International Working Capital Management.

Short term Financial markets -Eurodollars – Euro currencies - Cash management and market efficiency, Long term Financial markets. Portfolio Investment - Financing of international operations. Interaction of Investments and Financing decisions.

UNIT IV : Evaluation and Explanations of Foreign Direct Investment - the growth and special problems of multinational corporations - Financing multinational companies - Foreign Institutional Investments.

UNIT V : International Investing - Multinational diversification - American Depository receipts - Global Investment companies - International Investment strategies - Forming International Portfolios. Future of International Financial Systems.

References :

1. International Finance: The Markets and Financial Management of Multinational Business, Mauric D.Levi, McGraw Hill Inc, Newyork (1990).
2. International Financial Management - Dr. P.K.Jain & others, McMillan
3. Financial Management and Policy, James C Van Horne, prentice Hall of India Pvt.Ltd., New Delhi (1994).
4. Principles of Corporate Finance, Richard A Brealely, Stewart C.Myers, McGraw Hill Book Company, NewYork (1988)
5. Management of Investments, Jack Clark Francies, McGraw Hill Inc (1993)
6. Modern Investments & Security Analysis, Russel J Fuller & Fuller & James L Farrell Jr.McGraw hill Inc.(1981)

PRINCIPLES OF INSURANCE MANAGEMENT

Course Number :

Subject Description :

This paper is planned to provide an overall view of the insurance operations/administration of an insurance company especially Life and Non-life Insurance.

Goals:

To enable the students to understand the flow of operations in both life and non-life insurance and will be able to extend the concept.

Objectives:

On successful completion of the course the students should have:

To understand the overall view of the insurance operations/administration of an insurance company especially Life and Non-life Insurance.

To understand the flow of operations in both life and non-life insurance and will be able to extend the concept.

To learn to calculate premium, loan, surrender, claim amounts.

Aim : This paper is planned to provide an overall view of the insurance operations/administration of an insurance company especially Life and Non-Life Insurance. At the end of this course, the student should be able to understand the flow of operations in both life and non-life insurance and will be able to extend the concept. Apart from this, the student should be able to calculate premium, loan, surrender, claim amounts

Unit I

Introduction to life insurance: Definition of Insurance-Legal Position in India-Principles of a valid contract-special principles of Life insurance-Structure of a life insurance company-Life insurance Intermediaries- Insurance products and classes-Life and General

Unit II

Premium and Application-Acceptance: Proposal form-Underwriting-role of intermediary in selection-Mortality tables-stages in Premium Calculation-Premium Payment-Non – forfeiture regulations-Revival of Lapsed Policies.

Unit III

Claim Procedures and Underwriting Practices: Underwriting Process-Identifying, Developing, and Evaluating Alternatives-Moral Hazard-Morale Hazard-Physical Hazard-Retention-Implement the Decision-Monitor the Exposure-Claims Notification-Claims Handling-Surveyors and Loss Assessors-Franchise –Arbitration.

Unit IV

Insurance pricing- fundamentals of insurance pricing- pricing objectives- types rating-life insurance Vs. Non- life insurance pricing-Identify possible rate classes-Measure the statistical significance of possible classes- Rate making entities-pricing of catastrophe events-Excess and Deductible Rating

Unit V

Introduction to reinsurance- Reinsurance market structure - trade barriers -The historical development of reinsurance- Purpose and Objectives of reinsurance-The methods of reinsurance-Proportional and non-proportional reinsurances-Catastrophe reinsurance-Reinsurance cost and retention theory (classical and pragmatic theories)-Reinsurance accounting-Reinsurance markets.

References :

1. Dr.P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House
2. John R.Ingrisano, The Insurance Dictionary, S.Chand & Co., New Delhi (2000).
3. Publications of Insurance Institute of India, Mumbai, on Motor Insurance, Fire Policy Drafting, Marine Underwriting and Miscellaneous (Accident) Insurance.
4. Publications of National Insurance Academy, Pune.
5. Kenneth Black and Harold Skipper, Life and Health Insurance.
6. Insurance and risk management- Gupta R.K
7. Management of insurance companies –Vivek Gupta
8. Seethapathi .K and JawaharlalInsurance Underwriting: A managerial Perspective Vol:1
9. Agarwal and Abhishek,Reinsurance: Concepts and cases

STRATEGIC COST MANAGEMENT

Course Number :

AIM : To inculcate the students with the techniques of Strategic Cost in management.

UNIT I : Costing - Purpose - Utility, Elements of Cost - Cost Sheet - Problems.Designing Cost Systems for Job and Process oriented manufacturing environments.Cost Reduction and Productivity : Cost Reduction value Analysis - Productivity - Value added concepts - Learning curves - quality circles.

UNIT II : Total Cost Management - Managing Process Cost - Managing Production Costs - Managing Delivery Costs - Managing Structural Cost.Target Costing - cost as a source of competitive advantage - Life cycle costing.

UNIT III : Activity Based Costing - Drawbacks of conventional costing - Methodology of ABC - Merits, Demerits, suitability of ABC - Implementation of ABC. Management Control Systems - evaluating Management Control Systems - Engineered, discretionary and committed costs - responsibility centers - Evaluation of the performance of different responsibility centers - Problems.

UNIT IV : Linear Programming and Regression Analysis - Implications of Linear Programming for cost accountants - Guidelines for Regression Analysis - Applications of Regression Analysis in Cost functions.

UNIT V: Strategic Control systems - Quality, time and cost as competitive weapons. Decentralisation and Transfer Pricing - Organization structure and decentralisation - Choices about responsibility centers - Market based and cost based transfer prices - Multi national transfer pricing.

References :

1. Strategic Cost Management - Vijay Govindarajan
2. Management Accounting – Antony
3. Management Accounting: Text, Problem and Cases – Khan and Jain, 4th Edition, TMH, 2007
4. Management Accounting - Batty
5. Cost Accounting - Horngern

ORGANISATIONAL DEVELOPMENT

Course Number :

AIM : To enable the students on the principles and practices of developing organizations. The specific areas covered are:

UNIT I

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values
Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

UNIT II

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

UNIT III

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT IV

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

UNIT V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

References :

1. Wendell L.French & Cecil H. Bell,Jr.Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter: The change Masters, Simson & Schaster.

LABOUR WELFARE AND INDUSTRIAL RELATIONS (LEGISLATIONS)

Course Number :

AIM : To familiarise the students with the knowledge of industrial relations and their impact on managing human resource.

UNIT I : Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions - structure - Types - Indian Trade Union movement - Their strength and weaknesses.

UNIT II : Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

UNIT III : Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

UNIT IV : Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

UNIT V : The Payment of Wages Act,1936 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations.

References :

1. Personnel Management & Industrial Relation -P.C.Tripathi
2. Dynamics of Personnel Management - C.B.Mamoria
3. Human Resource Management - N.G.Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P.Subbarao, Himalaya.
5. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
6. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

ENTREPRENEURSHIP DEVELOPMENT

Course Number :

AIM : To educate and develop the management students with the aptitude of Entrepreneurial Qualities.

UNIT I : Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

UNIT II : Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations in promoting entrepreneurs - Forms of business for - entrepreneurs.

UNIT III : Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

UNIT IV : Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DIC, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

UNIT V : Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

References :

1. Vasanth Desai : Dynamics of Entrepreneurial Development and Management - Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta - Entrepreneurial Development - Sultanchand & Sons.
3. P.Saravanelu - Entrepreneurship Development Eskapee publications.
4. David L.Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi.

INFORMATION TECHNOLOGY APPLICATIONS

Course Number :

AIM : To inculcate the students with the knowledge of information technology and its application in management.

UNIT I : Business as a System - Business Applications - Accounting - Inventory - Purchase - Sales - Human Resources - Production System Need for On-Line Integrated Computer based system.

UNIT II : Enterprise Resource Planning - Objectives - Need - Advantages & Disadvantages of ERP products over traditional Development products - Migration - resource Planning.

UNIT III : Introduction to Internet - Internet Services - WWW - FTP - E mail - Newsgroup - Telnet. Intranets - Purpose - Users - Planning Development & Implementation of Intranets.

UNIT IV : E-Commerce - Need - Infrastructure requirements - Implementation Issues - security aspects.

UNIT V : Database Management System - Normalisation - Oracle terminology - Database Connection - Creating tables - The Basics of SQL: SQL grammar. Transactions - The Basics of PL/SQL creating and using stored procedures, Functions and Packages - Retrieving Data with cursors. Enforcing Business Rules with Database Triggers.

References :

1. Richard Hammer, Enterprise Resource Planning, 1998.
2. James O'Brien, Management Information System.
3. Ravi Kalkota, Frontiers of Electronic Commerce, 1998.
4. David Loctman, Developing Personal Oracle for Windows 95 Applications.
5. Ivan Bayross, Commercial Applications Development Using Oracle Developer 2000.
6. Ivan Bayross, Oracle – 7, The Complete Reference.

SOFTWARE PROJECT MANAGEMENT

Course Number :

Unit I

Introduction to Software Projects : Introduction- software projects - software projects versus other types of projects - Projects Management - Requirements specification - An overview of project planning - Project evaluation: Strategic and technical assessment - Risk evaluation - Project Analysis and Technical planning - Software Estimation.

Unit II

Activity planning : Objectives- Project schedules and activities-Different lanning models - Sequencing and Scheduling projects - Network planning model - shortening project duration - Identifying critical activities - Risk Management: Nature of risk-Management risk-Evaluation risk

Unit III

Resource Allocation : Nature of resources-Resource requirements-Creating Critical path and counting the cost- Monitoring and control: Responsibility-assessing progress-setting cheek points- taking snap shots- collecting data - visualizing progress - Cost monitoring - Priority monitoring - Managing people and organizing teams.

Unit IV

Software Configuration Management : Basic Functions - Responsibilities - Standards - Configuration management - Prototyping - Models of Prototyping - Planning for small projects: Introduction - Some problem with student projects - Content of project plan.

Unit V

Software maintenance and configuration Management : Maintenance characteristics - Management tasks - Maintenance side effects - Maintenance issues - Configuration Management - Source code metrics - Case study - PRINCE project management.

TEXT BOOKS

1. Mike Cotterell, Bob Hughes, "Software project management", Inclination/Thomas Computer press, 1995.
2. Darrel Ince, H.Sharp and M.Woodman, "Introduction to software project management and Quality Assurance", Tata McGraw Hill, 1995.

DATA MINING

Course Number :

Unit I

Data Warehousing: Introduction - Datawarehousing overview - Overall Architecture - Data Warehouse Database - Sourcing, Acquisition, Cleanup and Transformation Tools - Meta data - Access Tools - Data Marts - Data Warehouse Administration and Management - Impact of the Web.

Unit II

Data Mining: What is Data Mining? - What Data Mining is not? - The motivation for data mining - Learning from past mistakes - Measuring Data Mining effectiveness - Discovery versus prediction - Over fitting - State of the industry - Data Mining Methodology.

Unit III

Data Mining Business Value: Customer Profitability - Customer Acquisition - Cross Selling - Customer retention - Customer Segmentation. Building the Business Case: Introduction - Uncovering the needs for data mining in the company - Defining the business value - The Costs-Build the business case.

Unit IV

Deploying Data Mining for CRM: Define the problem - Define the user - Define the data - Scope the project - Trial - Quality Assurance - Launch - Collecting Customer Data: Introduction - Types of Customer data - Collecting Customer data - Connecting Customer data - privacy and data mining - Guidelines for privacy - Legal issues associated with data mining.

Unit V

Customer Scoring: Introduction - The process - preparing the data - Integrating scoring with other applications - Optimizing the CRM Process: Introduction - Improved Customer Profitability - Optimized CRM - The Complete loop - Optimal CRM process - Using data mining to optimize CRM process - Optimization techniques - Data Mining tools and CRM tools.

Unit VI : Cases in Data Mining

TEXT BOOK

1. Alex Berson, Stephen Smith, Kurt Thearling, "Building Data Mining Applications fro CRM", Tata McGraw Hill, 2000.
2. Jaiwei Jan, Micheline Hamber, "Data Mining Techniques", Prentice Hall of India, 2002.

TECHNOLOGY MANAGEMENT

Course Number :

AIM

To enable the students to update the knowledge on technological change and its implications on managerial decision making.

UNIT – I

PERSPECTIVES ON MANAGEMENT OF TECHNOLOGY

Management of Technology: Description scope, and implications, A business architecture for technology management – “Technology cycle” Approach to technology management – Technological base of the company corporate board and the need for technology analysis.

UNIT – II

METHODOLOGIES TOOLS AND TECHNIQUES

Tools for analyzing organizational impacts of new technology forecasting and planning technology – knowledge mapping: A tool for management of technology – Process of developing an R&D Project management – Enterprise engineering in the system age – Managing the “Technology Gradient” for Global competitiveness.

UNIT – III

EDUCATION AND LEARNING

Learning Organization – Knowledge imperative and learning process in technology management – Technical Literacy and the knowledge imperative – Development technology managers.

UNIT – IV

THE NEW PRODUCT PROCESS

Managing technology in the substitution context – A framework for product model and family competition – Process of managing product definitions in software – Product platform renewal; Concept to commercialization.

UNIT – V

MANAGING MANAGEMENT OF TECHNOLOGY

Managing the management of technology process – Managing interfaces – Factors influencing effective integration in technical organizations – Barrier to implementation of structure for managing technology – Need for interdisciplinary endeavour and improved functional relationships – Research performance effectiveness and impact – long-term success dimension in technology based organizations – Measuring the benefits from managing technology.

References

1. Hand Book of Technology Management, Gerard H Gaynor, McGraw Hill, 1994.
2. Frederic Betz, Strategic Technology Management, McGraw Hill, 1996.
3. David L. Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi.

TOTAL PRODUCTIVE MAINTENANCE

Course Number :

UNIT – I

Maintenance Management – Objectives, Importance – Functions – Structure of the Maintenance department – Types of Maintenance – Advantages & Disadvantages of Maintenance Management. Environment of Good Maintenance – Inventory Management in Maintenance – Maintenance & its service level – Maintenance cost.

UNIT – II

Total Productive Maintenance (TPM) – Meaning – Basic Philosophy – Goal – Need for Change – Change Process – TPM and its Environment – Management Information System and TPM – Equipment Data Base Maintenance – TPM and its Overall equipment Effectiveness.

UNIT – III

Planning of TPM – Blue Print for TPM – TPM: Education and Training – Types of Training Required – Training Schedule – TPM and Equipment Maintenance – TPM and Plant Maintenance – TPM in All Functional Areas.

UNIT – IV

TPM Implementation – Method of Implementation – Resistance in Implementation and Over coming the Resistance – Role of Top and Middle Level Management in Implementation – Role of Labour Union/First Level Employees. Role of Maintenance Department – Compensation – Balancing Compensation and TPM Benefits – Maintenance of TPM system.

UNIT – V

TPM and its Application – Planning and Implementation of TPM in Manufacturing & Service Industries. Planning and Implementation of TPM Small Scale & Large Industries – Planning and Implementation of TPM in Not-for Profit Organization – Planning and Implementation of TPM in Public Utility Services.

REFERENCES:

1. Production and Operations Management: P.Ramamurthy, 1st Edition, 2002, New Age International Publication (P) Limited.
2. Total Quality Management – Dale Dester Field. 3rd Edition 2004, Pearson Education.

TOTAL QUALITY MANAGEMENT

Course Number :

Aim

To introduce the concept of quality in production including total quality in business Management.

UNIT – I

Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality.
Total Quality :- Value & Differential advantage

UNIT – II

Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management. Organizational implications.

UNIT – III

Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.

UNIT – IV

Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems.

UNIT – V

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalising Total Quality.

REFERENCES :

1. Total quality – Bharat Wakhlu
2. Total quality Management – Sundararaju
3. Five Pillars of TQM – Bill Creech
4. Total quality management – Joseph and Berk
5. TQM Strategies and Techniques – Stephen George
6. TQM in service sector – R.P. Mohanty and R.R. Lakhe

e-MARKETING

Unit I

e-Marketing challenges and opportunities; e-business models; Customers in the 21st Century; Market Segmentation; Consumer Navigation behaviour.

Unit II

e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing-mix; database marketing.

Unit III

e-Marketing information system; Marketing knowledge; marketing data collection [intelligence]; internet based research approaches; marketing databases and data ware houses; data analysis.

Unit IV

Product adoption and Product life cycle; Customer value online : Branding, Labeling, Online benefits; new Product strategies; new product trends; Pricing; intermediaries; distribution channels; direct selling.

Unit V

Integrated marketing Communication; Communication strategies; net as a medium; building customer relationship; CRM.

Reference :

1. Judy straus, Raymond frost, *e-marketing*, Pearson Education, New Delhi.
2. *Internet marketing* - Rafi Mohammed; Robert J.Fisher, Bernard.J Jacowiski, Aileen M.Cahill - Tata McGraw Hill, New Delhi.
3. Ravi Kalakota, Andrew B.Whinston - *Electronic Commerce*, Pearson Education.
4. Schneider & Perry, *Electronic Commerce*, Thomson learning.
5. Strauss & Frost, *E-Marketing*, Prentice Hall.
6. Albert Napier et.al., *Creating and Willing E-Business*, Vikas Publications.
