

# **PROGRAMME PROJECT REPORT**

## **MBA FIVE YEAR INTEGRATED**



**DIRECTORATE OF DISTANCE EDUCATION  
ALAGAPPA UNIVERSITY  
KARAIKUDI – 630 003**

## **PROGRAMME PROJECT REPORT**

### **MBA FIVE YEAR INTEGRATED**

#### **a) PROGRAMME MISSION AND OBJECTIVES**

Business Studies have fascinated humans for two reasons, namely generating interest and augmenting essentials of running a firm effectively. That is why their study is enchanting and glorifying. The primary objective of this programme is to provide ample exposure to subjects from the fields of business legacy and accountancy

, equip the Students for entry level jobs in industry and to contribute to the economic development of the country.

#### **b) RELEVANCE OF THE PROGRAMME WITH HEI'S MISSION AND GOALS:**

The Alagappa University is functioning with following Vision and Mission:

Mission: Achieving Excellence in all spheres of Education, with particular emphasis on 'PEARL'- Pedagogy, Extension, Administration, Research and Learning

Vision: Affording High Quality Higher Education to the learners so that they are transformed into intellectually competent human resources that will help in the uplift of the nation to Educational, Social, Technological, Environmental and Economic Magnificence.

Therefore, the introduction of MBA FIVE YEAR INTEGRATED programme in the Directorate of Distance Education will contribute substantially in fulfilling the mission of Alagappa University. Such a higher education in subject with appropriate Practical Exposer will enrich the human resources for the uplift of the Nation to Educational, Social, Technological, Environmental and Economic Magnificence (ESTEEM).

### **c) NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS**

- Working Professionals
- Entrepreneurs
- Service Personnel
- Academic Faculty
- Government Officials
- Researchers
- Home makers
- Unemployed Graduates

### **d) APPROPRIATENESS OF PROGRAMME**

To Attain Leadership in spearheading qualitative and responsible academic programs relevant to the society through cost effective off-campus distance mode of education. knowledge and understanding, skills, qualities and other attributes in the following areas:

- The fundamental concepts of Management
- The higher-level taxonomy and diversity of Business Studies.
- How principles of Business can be applied to problems
- Internship training in Industry
- Undertake Inter tasks and techniques.
- Inter-disciplinary knowledge like statistics, Mathematics, Computer and E-Banking.
- Using the SPSS package for the analysis of data
- It also improves the Intellectual skills of the students.
- In nutshell, these skills will improve the performance of the students parameters

**E) INSTRUCTIONAL DESIGN  
MBA FIVE YEAR INTEGRATED**

<b>I YEAR</b>					
<b>Course Code</b>	<b>Title</b>	<b>CIA Max</b>	<b>ESE Max.</b>	<b>TOT Max.</b>	<b>C</b>
<b>I Semester</b>					
34711	Part I: Tamil Paper I/ Communication Skills – I	25	75	100	4
34712	Part II: English Paper I	25	75	100	4
34713	Principles of Economics	25	75	100	4
34714	Financial Accounting	25	75	100	4
Total		100	300	400	16
<b>II Semester</b>					
34721	Part I: Tamil Paper II / Communication Skills – II	25	75	100	4
34722	Part II: English Paper II	25	75	100	4
34723	Principles of Management	25	75	100	4
34724	Cost Accounting	25	75	100	4
Total		100	300	400	16
<b>II YEAR</b>					
<b>III Semester</b>					
34731	Organizational Behaviour	25	75	100	4
34732	Business Statistics	25	75	100	4
34733	Banking Theory	25	75	100	4
34734	Banking Law and Practice-I	25	75	100	4
Total		100	300	400	16
<b>IV Semester</b>					
34741	Elements of Marketing	25	75	100	4
34742	Banking Law and Practice-II	25	75	100	4
34743	Research Methods	25	75	100	4
34744	Computer and Banking	25	75	100	4
Total		100	300	400	16

<b>III YEAR</b>					
<b>Course Code</b>	<b>Title</b>	<b>CIA Max.</b>	<b>ESE Max</b>	<b>TOT Max.</b>	<b>C</b>
<b>V Semester</b>					
34751	Rural Banking	25	75	100	4
34752	Management Accounting	25	75	100	4
34753	Human Resource Management	25	75	100	4
34754	Tourism Entrepreneurship	25	75	100	4

	Total	100	300	400	16
<b>VI Semester</b>					
34761	Quantitative Techniques	25	75	100	4
34762	Retail and Distribution Management	25	75	100	4
34763	Business Environment	25	75	100	4
34764	Business Law	25	75	100	4
	Total	100	300	400	16
<b>IV YEAR</b>					
<b>VII Semester</b>					
34771	Managerial Economics	25	75	100	4
34772	Entrepreneurship	25	75	100	4
34773	Foreign Exchange Management	25	75	100	4
34774	E-Banking	25	75	100	4
	Total	100	300	400	16
<b>VIII Semester</b>					
34781	Financial Management	25	75	100	4
34782	Marketing Management	25	75	100	4
34783	Management Information System	25	75	100	4
34784	Production and Operations Management	25	75	100	4
	Total	100	300	400	16

<b>V YEAR</b>					
		<b>CIA Max.</b>	<b>ESE Max.</b>	<b>TOT Max.</b>	<b>C</b>
<b>IX Semester</b>					
34791	International economics	25	75	100	4
34792	Project finance	25	75	100	4
34793	Quality Management	25	75	100	4
34794	Growth Management	25	75	100	4
	Total	100	300	400	16
<b>X Semester</b>					
<b>Group A: Marketing</b>					
34710A1	Product Management	25	75	100	4
34710A2	Promotional Management	25	75	100	4
34710A3	Marketing of Services	25	75	100	4
34710A4	International Marketing	25	75	100	4
	Total	100	300	400	16
<b>Group B: Finance</b>					
34710B1	Management of Funds and assets	25	75	100	4
34710B2	Investment Analysis and Portfolio Management	25	75	100	4

34710B3	Financial Service Institutions	25	75	100	4
34710B4	International Finance	25	75	100	4
Total		100	300	400	16
<b>Group C: Personnel</b>					
34710C1	Labour Legislations	25	75	100	4
34710C2	Human Resource Development	25	75	100	4
34710C3	Industrial Relations	25	75	100	4
34710C4	Global Human Resource Management	25	75	100	4
Total		100	300	400	16
<b>Group D:</b>	<b>Systems</b>				

No. of Credits per Course (Theory) - 4		Total No. of Credits per Semester- 16			
		Total Credits for the Programme- 16 X 10 = 160			
34710D1	Office Automation	25	75	100	4
34710D2	Internet Programming and Web Design	25	75	100	4
34710D3	Multimedia Applications	25	75	100	4
34710D4	Visual Programming	25	75	100	4
Total		100	300	400	16
34710	Project Work	25	75	100	4
<b>Grand Total</b>		<b>1000</b>	<b>3000</b>	<b>4000</b>	<b>160</b>

**Course Code Legend:**

<b>3</b>	<b>4</b>	<b>7</b>	<b>Y</b>	<b>Z</b>
----------	----------	----------	----------	----------

347- M.B.A 5 YEAR INTEGRATED Programme

Y -Semester Number

Z- Course Number in the Semester

CIA: Continuous Internal Assessment, ESE: End Semester Examination, TOT: Total,  
C: Credit Points, Max.: Maximum

## DETAILED SYLLABI

Course Code	Title of the Course
34711	PART-I : TAMILPAPER - I

நோக்கம் : மொழி அறிவு, இலக்கண அறிவை வளர்த்தல்

பிரிவு -1 : இசைப்பாடல்

கூறு 1

1. கண்ணதாசன் - ஸ்ரீ கிருண கானம்
  1. புல்லாங்குழல் கொடுத்த
  2. குருவாயூருக்கு வாருங்கள்

கூறு 2

1. கோகுலத்து பசுக்கள்
2. கோகுலத்தில் ஒரு நாள் ராதை
3. ஆயர்பாடி மாளிகையில்

கூறு 3

- பட்டுக்கோட்டை கல்யாண சுந்தரம்
1. நெஞ்சில் குடியிருக்கும்
  2. செய்யும் தொழிலே தெய்வம்

கூறு 4

1. பாரதியார்  
கண்ணன் என் விளையாட்டுப்பிள்ளை  
பாரத மாதா திருப்பள்ளி எழுச்சி

பிரிவு - 2 : கவிதை, புதுக்கவிதை

கூறு 5

1. பாரதிதாசன் - உலகப்பன் பாட்டு (5)
2. நாமக்கல் கவிஞர் - நோயற்ற வாழ்வு 7 பாட்டு
3. பெ.தூரன் - நிலா பிஞ்சு

கூறு 6

1. வல்லிக் கண்ணன் - வெறும் புகழ்
2. கு.ப.இராஜகோபாலன் - எதற்காக?
3. மீரா - பதினைந்து

கூறு 7

1. சிற்பி - சர்ப்ப யாகம்
2. ஞானக்கூத்தன் - தோழர் மோசிகீரனார்

கூறு 8

1. அப்துல் ரகுமான் - கண்ணும் எழுதேம்
2. சண்முக சுப்பையா- வயிறு

பிரிவு - 3 : காப்பியம்

கூறு 9

1. சிலப்பதிகாரம் - வழக்குரை காதை
2. கம்பராமாயணம் - அயோத்தியா காண்டம்

பிரிவு - 4 : காப்பியம்

கூறு 10

1. சீறாப்புராணம் - ஈத்தங்குலை வரவழைத்த படலம் (1)

கூறு 11

- தேம்பாவணி - காட்சிப்படலம்  
பாடல் எண் (ஒவ்வொரு பாடலின் முதல்வரி)
1. இன்னவாயில்
  2. கொழுந்துறும்
  3. பஞ்சு அரங்கில்

கூறு 12

- தேம்பாவணி - காட்சிப்படலம்  
பாடல் எண் (ஒவ்வொரு பாடலின் முதல்வரி)
4. எண்ணுளே
  5. ஒண்தலங்கள்
  6. இரவியேந்த கஞ்சக்

கூறு 13

- தேம்பாவணி - காட்சிப்படலம்  
பாடல் எண் (ஒவ்வொரு பாடலின் முதல்வரி)
7. கன்னியாயதாயும்
  8. ஏந்தி ஓங்கு உளத்து
  9. ஆவ தேமுனர்
  10. கொல்லும் வேலொடும்

கூறு 14

- தேம்பாவணி - காட்சிப்படலம்  
பாடல் எண் (ஒவ்வொரு பாடலின் முதல்வரி)
11. என்ற வாசகம்
  12. அம்பினால்
  13. வேண்டும் ஓர் வினை



<b>Course Code</b>	<b>Title of the Course</b>
<b>34711</b>	Part-I: Communication Skills - I

**Objectives:**

On completion of the course the students will be able to

- Understand the basic skills of Communication.
- Acquaint the students with important features and applications in of Communication.

- Unit 1**            Communication - Meaning - Types- Importance.
- Unit 2**            Barriers to Effective Communication - Principles - Principles of Effective Communication.
- Unit 3**            Oral Communication - Meaning - Importance - Forms of Oral Communication.
- Unit 4**            Intonation - Meaning - Function - Types Preparation of Speech- Steps Involved.
- Unit 5**            Principles of Effective Oral Communication.
- Unit 6**            Written Communication - Meaning - Steps - Importance - Advantages - Use of words and Phrases.
- Unit 7**            Sentence - Meaning - Sentence formation - Characteristics of an Effective Sentence.
- Unit 8**            Paragraph Writing - Essay Writing - Steps Involved - Outline-Layout - Contents -Drafting-Correction - Final Draft.

- Unit 9** Application for Employment and Curriculum Vitae - Steps involved.
- Unit 10** Non-Verbal Communication - Meaning - Types - Body Language - Postures - Gestures- Facial Expressions - Eye Contact.
- Unit 11** Report Writing - Report - Types of Reports - Format of a Report.
- Unit 12** Essentials of a Good Report - Preparation of Report - Procedure Involved.
- Unit 13** Meetings - Purpose of the Meeting - Procedure.
- Unit 14** Group Discussion - Quality of Content - Participation - Logical Presentation - Behavioural Skills.

**References:**

1. Krishna Mohan & Meera Banerjee, Developing Communication Skills, 2005.
2. Geetha Nagaraj, Write to Communicate, 2004.
3. Wren & Martin, English Grammar and Composition, 2002.
4. Dale Carnegie, How to Win Friends and Influence People, 1981.
5. Dale R Jordan, Language Skills and Use.
6. Gartside L. Bahld, Nagammiah and McComas, Satterwhite, Modern Business Correspondence.
7. Rajendra Pal and Kortahalli J S, Essentials of Business Communication.
8. Wallace, Michael J, Study Skills in English.
9. Editors of Readers Digest, Super Word Power.

<b>Course Code</b>	<b>Title of the Course</b>
<b>34712</b>	<b>PART-II : ENGLISH PAPER - I</b>

**Learning objective:**

- To understand the topics of Prose, Grammar and Composition etc.
- To know the importance of writing skills.

**Prose**

Unit – I	Water-the Elixir of life	- C.V. Raman
Unit – II	Mrs. Packletide’s Tiger	- SAKI
Unit – III	A Deed of Bravery	- Jim Carbett
Unit – IV	The Cat	- Catharine M. Willson
Unit – V	On Letter Writing	- Alpha of the Plough
Unit – VI	Our Ancestors	- Carl Sagan
Unit – VII	Our Civilization	- C.E. Foad
Unit – VIII	A Hero on Probation	- B.R. Nanda
Unit – IX	Dangers of Drug Abuse	- Hardin B. Fones
Unit – X	Food	- J.B.S. Haldane

**Grammar**

Unit – XI	- Articles-Gerunds-Participles-Infinitives-Modals-Proposition –Tenses.
-----------	--

Unit – XII - Direct and Indirect Speech-Transformation of sentences- Active and passive voice.

### **Composition**

Unit – XIII - Letter writing - Precis writing - Developing hints.

Unit – XIV - Dialogue writing - Paragraph writing.

### **References:**

1. Sebastian D K, *Prose for the Young Reader*, Macmillan.
2. *Active English Grammar*, Ed. by the Board of Editors, Macmillan.
3. *Modern English – A Book of Grammar Usage and Composition* by N.Krishnaswamy, Macmillan Publishers.

<b>Course Code</b>	<b>Title of the Course</b>
<b>34713</b>	<b>PRINCIPLES OF ECONOMICS</b>

### **Objectives:**

- To understand the basic concepts and principles of Economics
- To analyze the theories, price determination and market discrimination

## **BLOCK I: BASICS AND MANAGERIAL ECONOMICS**

**UNIT 1** Exploring the subject matter of economics-Why study economics? Scope and Method of Economics; The Economic Problem: Scarcity and Choice. Reading and working with Graphs.

**UNIT 2** Introduction to Managerial Economics- Nature, Scope, Definitions of. Managerial Economics, Application of Managerial Economics to Business, Micro Vs. Macro Economics, opportunity costs, Time Value of Money, Marginalism, Incrementalism, Market Forces and Equilibrium.

**UNIT 3** Consumer Behaviour-Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility, Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium.

**UNIT 4** Demand Analysis- Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand.

## **BLOCK II: FEATURES OF ECONOMICS**

- .UNIT 5** Theory of Production- Meaning and concept of Production, Factors of Production and Production Function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Analysis),
- UNIT 6** Cost - Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economics and Diseconomies of Scale, Explicit cost and Implicit Cost, Private and Social Cost.
- UNIT 7** Marginal revenue and Marginal cost Meaning- – Optimum firm and Representative firm. Nature of costs in economics – Opportunity cost Vs Real cost
- UNIT 8** Fixed costs Vs Variable costs – Notion of marginal cost – Equilibrium of industry – Conditions of competitive equilibrium.

### **BLOCK III: THEORY OF INTEREST AND MARKET BEHAVIOUR**

- UNIT 9** Interest – Interest as reward for waiting – Liquidity preference theory. Profit – Risk and uncertainty – Normal profits – Marginal productivity and profits.
- UNIT 10** Markets – Nature of competition-Meaning- Importance – Implication – Types of competition: Monopoly
- UNIT 11** Firm's Behaviour- Pricing Under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Duopoly, Bilateral monopoly, Monopolistic competition. Price theory and practices: Price discrimination under perfect competition

### **BLOCK IV: THEORY OF WAGES AND ECONOMIC ANALYSIS**

- UNIT 12** Distribution: Wages – Marginal productivity–Theory of wages-Collective bargaining – Wage differentials – Wages and productivity Wage regulation.
- UNIT 13** Rent – Scarcity Vs Differential rents – Quasi rent– Rent as surplus over transfer earnings – Rent as economic surplus.
- UNIT 14** Macro Economic Analysis- Theory of income and employment, Classical, Modern (Keynesian), Approach. Macro-Economic Variables, Circular flow of income, National Income Concepts, definition and its measurement.

### **REFERENCE BOOKS :**

1. *Stonier & Hage, Economic Theory*
2. *Samuelson Paul A, Economics*
3. *Edward Nevin, Text book of Economic analysis*
4. *Mehta P L, Managerial Economics.*

<b>Course Code</b>	<b>Title of the Course</b>
<b>34714</b>	<b>FINANCIAL ACCOUNTING</b>

**Objectives:**

- To understand the basic rules of accounting methods.
- To know in detail about Final account, partnership accounts and company accounts

**BLOCK I: BASICS OF BOOK KEEPING AND MAINTENANCE**

**UNIT 1** Meaning and Scope of Accounting: Need for Accounting, Development of Accounting, Definition and Functions of Accounting, Limitation of Accounting, Book Keeping and Accounting, Is Accounting Science or Art?, End User of Accounting Information, Accounting and other Disciplines, Role of Accountant, Branches of Accounting, Difference between Management Accounting and Financial Accounting, Objectives of Accounting, Accounting Equation

**UNIT 2** Accounting Principles and Standards: Meaning of Accounting Principles, Accounting Concepts, Accounting Conventions, Systems of Book Keeping, Systems of Accounting, Introduction to Accounting Standards Issued by ICAI.

**UNIT 3** Journalising Transactions: Journal, Rules of Debit and Credit, Compound Journal Entry, Opening Entry- Sub Division of Journal: Cash Journal, Petty Cash Book, Purchase Journal, Sales Journal, Sales Return Journal, Voucher System.

**UNIT 4** Ledger Posting and Trial Balance: Ledger, Posting, Relationship between Journal and Ledger, Rules Regarding Posting, Trial Balance, Final Accounts of Sole Proprietorship and Firms.

**BLOCK II: BANKING THEORY AND PRACTICE**

**UNIT 5** Bank Reconciliation Statement-Bills of Exchange and the treatment thereof - Account Current – Average Due date -Consignment and Joint Venture Accounts.

**UNIT 6** Accounts of Non-Trading Concerns-Receipts and Payment Accounts - Income and Expenditure Accounts and Balance Sheet.

**UNIT 7** Partnership: Fixed and Fluctuating Capitals – Current and Drawing Accounts – Interest on Capital and Drawings and Salary and Commission

**UNIT 8** Revaluation of Assets Meaning- Importance – Implication – Treatment of Goodwill – Admission – Retirement – Death of a Partner

### **BLOCK III: BASICS OF COMPANY ACCOUNTS**

**UNIT 9** Dissolution Excluding Garner Vs Murrey Decision and Meaning- Importance – Implication Sale to a Company – final Accounts.(Simple Problems Only)

**UNIT 10** Company Accounts: Issue of Shares and Debentures at Par- Premium and Discount

**UNIT 11** Forfeiture of Shares and Re-Issue of forfeited Shares Meaning – Simple Cases of Final Accounts.

### **BLOCK IV: TRAIL BALANCE AND BALANCE SHEET**

**UNIT 12** Final Accounts of Banking Companies – Prudential Accounting

**UNIT 13** Prudential Accounting

**UNIT 14** Norms: Capital, Adequacy, Income Recognition- Asset Classification and Provisioning.

### **REFERENCE BOOKS:**

1. *Gupta R L, Advanced Accounting*
2. *Arulanandam M A, Raman K S, Advanced Accounting*
3. *Shukla M C & Grewal T S, Advanced Accounting*

Course Code	Title of the Course
34721	TAMIL

நோக்கம் : மொழி அறிவு, இலக்கண அறிவை வளர்த்தல்

கூறு 1

- தேம்பாவணி - காட்சிப்படலம்  
பாடல் எண் (ஒவ்வொரு பாடலின் முதல்வரி)
14. சொல் தவிர்ந்த
  15. அன்னை
  16. அஞ்சுவார்
  17. சொல்லக் கேட்டனள்
  18. மற்செய்கை
  19. மண்கனியப்
  20. அழுது ஆர்ந்த

கூறு 2

- தேம்பாவணி - காட்சிப்படலம்  
பாடல் எண் (ஒவ்வொரு பாடலின் முதல்வரி)
21. பொய் பொதுளும்
  22. இன்பு அருந்தி
  23. வழுதாயின இன்பு
  24. மறும் ஏவினர்

கூறு 3



- தேம்பாவணி - காட்சிப்படலம்  
பாடல் எண் (ஒவ்வொரு பாடலின் முதல்வரி)  
25. மண்ணோர்கள்  
26. பொய்யா விதியோய்  
27. விடியா இருள்  
28. அழுவார் எவரும்

கூறு 4

சிறுகதை - நீலபத்மநாபனின் “வான வீதியில்”

கூறு 5

உரைநடை - கம்பன் புறத்திணை - தி.சொக்கலிங்கம்

இலக்கணம் - எழுத்தும் சொல்லும்

கூறு 6

1. முதலெழுத்துகள்இ சார்பெழுத்துகள்
2. மொழி முதலெழுத்துகள் இ மொழி இறுதி எழுத்துகள்

கூறு 7

1. ஒற்றெழுத்து மிகலும் மிகாமையுமஇ
2. ஆகு பெயர் இ அன்மொழித் தொகை.
3. வினா-விடை வகைகள்

கூறு 8

1. தமிழ்ச் சொல்லமைப்பின் சிறப்பு – பெயர் இ வினைஇ இடைஇ உரி வடிவங்கள் இ
2. பிற மொழிச் சொற்களைத் தமிழில் ஆளும் முறைகள்

கூறு 9

3. அல் வழிஇ வேற்றுமைப் புணர்ச்சிகள்
4. திணைஇ பால் , எண் , இட இயைபு.

தமிழ் இலக்கிய வரலாறு

கூறு 10

1. இக்கால இலக்கிய வகைகள்  
அ) மரபுக் கவிதை  
ஆ) புதுக் கவிதையின் தோற்றமும் வளர்ச்சியும்

கூறு 11

1. உரை நடை இலக்கியங்கள் - தோற்றமும் வளர்ச்சியும்  
அ) கட்டுரை ஆ) சிறுகதை  
இ) புதினம் ஈ) நாடகம்

கூறு 12

1. இக்கால இலக்கியக் களங்கள்

திரைப்படம் இ தொலைக்காட்சிஇ வானொலிஇ இதழ்கள் தமிழுக்கு ஆற்றி வரும் பணிகள்

**கூறு 13**

1. தமிழும் சமயமும் :

- அ) சைவம் ஆ)வைணவம் இ)சமணம் ஈ)பௌத்தம் உ)இசுலாம்  
ஊ) கிறித்துவம்

**கூறு 14**

1. பிற்காலக் காப்பியங்கள் :

- அ) கம்பராமாயணம் ஆ) பெரியபராணம்

2. இணையம் - பற்றிய செய்திகள்

\*\*\*

Course Code	Title of the Course
34721	Part-I: Communication Skills - II

**Objectives:**

- To understand the conversation and presentation skills of communication
- To discuss more on corporate communication Skills

**Unit 1** Code and Content of Communication Skills.

**Unit 2** Stimulus and Response of Communication Skills.

**Unit 3** Effective Speaking Guidelines.

**Unit 4** Pronunciation Etiquette of Communication Skills.

**Unit 5** Phonetics in Communication Skills.

**Unit 6** A Self-Assessment of Communicating Soft Skills.

**Unit 7** Language Skills - Ability - Skill Selected Need - Learner Centre activities.

**Unit 8** Listening Skills - Importance - Types of Listening - Interview Skills.

- Unit 9** Conversation Skills - Modes.
- Unit 10** Presentation Skills - Preparing - Planning - Presentation.
- Unit 11** Written Communication - Structure of Effective Sentences - Paragraph.
- Unit 12** Technical Writing - Creative Writing - Editing and Publishing.
- Unit 13** Corporate Communication Skills - Internal - Effective business writing - Letters, Proposals, Resume.
- Unit 14** Corporal Communication Skills - External - Press release - Newsletters- Interviewing skills.

**References:**

1. Dutt. Kiranmai & Geeta Rajjevan. Basic Communication Skills. Rev.ed. Foundation Books Pvt.Ltd. Cambridge House, New Delhi 2006.
2. Bill R. Swetmon. Communication Skills for the 21<sup>st</sup> Century. Chennai: Eswar Press. First South Asian Edition 2006.
3. Glass. Lillian. Talk to Win. New York: Perigee Books,1987.
4. Pease. Alan. Signals: How to Use Body Language for Power, Success and Love, New York: Bantam Books, 1981.
5. Walters. Lilly. Secrets of Successful Speakers. New York: McGraw-Hill, Inc., 1993.
6. Mandal. S.K. How to Succeed in Group Discussions & Personal Interviews. Mumbai: JAICO Publishing House.
7. Rogoff. Leonard and Ballenger. Grady. Office Guide to Business Letters, Memos & Reports. New York: Macmillan, 1994.
8. Krishna Mohan & Meera Banerjee, Developing Communication Skills, 2005.
9. Geetha Nagaraj, Write to Communicate, 2004.
10. Wren & Martin, English Grammar and Composition, 2002.
11. Rajendra Pal and Kortahalli J S, Essentials of Business Communication.

Course Code	Title of the Course
34722	PART-II : ENGLISH PAPER - II

**Learning objective:**

- To make the students to master in Poetry
- To make the students to know about language use

1.

**Poetry**

Unit – I	Sonnet	- William Shakespeare
Unit – II	Lines Composed upon Westminster Bridge	-William Wordsworth
Unit – III	Grecian Urn	- John Keats (1795-1827)
Unit – IV	Andrea Del Sarto	- Robert Browning (1812-1889)
Unit – V	The Road Not Taken	- Robert Frost (1874-1963)
Unit – VI	Strange Meeting	- Wilfred Owen (1813-1918)
Unit – VII	Gitanjali	- Rabindranath Tagore (1861-1946)
Unit – VIII	The Coromandel Fishers	- Sarojini Naidu
Unit – IX	The Express	- Stephen Spender
Unit – X	<b>Shakespeare : The Rural of Venice</b>	

**Language Use:**

Unit – XI	Essay writing
Unit – XII	Note Making
Unit – XIII	Report writing
Unit – XIV	Comprehension

**References:**

1. *The Golden Quill*, P.K. Seshadri, Macmillan.
2. *The Rural of Venice*, Shakespeare. (Any overseas edition).
3. *Active English Grammar*, Ed. by the Board of Editors, Macmillan.
4. Modern English – *A Book of Grammar Usage and Composition* by
5. N.Krishnaswamy, Macmillan Publishers.

Course Code	Title of the Course
34723	PRINCIPLES OF MANAGEMENT

**Objectives:**

- To understand the basic concepts and principles of management
- To give exposure to the learners about business communication, leadership and control.

**BLOCK I: BASIC THEORY AND CONCEPT OF MANAGEMENT**

**UNIT 1** Introduction: Concept, nature, process and significance of management; Managerial levels, skills, functions and roles; Management Vs. Administration; Coordination as essence of management. Development of management thought: classical, neo-classical, behavioral, systems and contingency approaches.

**UNIT 2** Evolution of Management Thought-Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Chester Berhard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of management thought) Indian Management Thought

**UNIT 3** Planning: Nature, scope and objectives of planning; Types of plans; Planning process; Business forecasting; MBO; Concept, types, process and techniques of decision-making; Bounded Rationality.

**UNIT 4** Organizing: Concept, nature, process and significance; Principles of an organization; Span of Control; Departmentation; Types of an organization; Authority

**BLOCK II: CONCEPT OF STAFFING AND LEADERSHIP**

**UNIT 5** Responsibility; Delegation and Decentralization; Formal and Informal Organization Staffing: Concept, Nature and Importance of Staffing.

**UNIT 6** Motivating and Leading: Nature and Importance of motivation; Types of motivation; Theories of motivation-Maslow, Herzberg, X, Y and Z

**UNIT 7** Leadership – meaning and importance; Traits of a leader; Leadership Styles

**UNIT 8** Likert's Systems of Management, Tannenbaum & Schmidt Model and Managerial Grid. Directing: Nature - Principles

**BLOCK III: BASIC FUNCTIONS OF MANAGEMENT**

**UNIT 9** Controlling: Nature and Scope of control; Types of Control; Control process; Control techniques – traditional and modern; Effective Control System

**UNIT 10** Strategic Management -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India

**UNIT 11** Departmentalisation – Span of management -responsibility – Accountability – Decentralisation.

**BLOCK IV: BASICS, COMPREHENSIVE GROWTH OF MANAGEMENT**

**UNIT 12** Communication process – Forms– Barriers – Overcoming barriers.

**UNIT 13** Co -ordination: Importance & Need – Types- Scope. Social Responsibility of Management

**UNIT 14** environment friendly management -Management of Change -Management of Crisis Total Quality Management -Stress Management -International Management

**REFERENCE BOOKS :**

1. *Prasad L N, Reddy & Appanniah, Essentials of Management*
2. *Lallan Prasad, Koontz, O'Donnel, Essentials of Management*
3. *Koontz & O' Donnel, Essentials of Management*

Course Code	Title of the Course
34724	COST ACCOUNTING

**Objectives:**

- To understand the basic concept of cost accounting.
- To know about standard costing, variance analysis and cost ledgers.

**BLOCK I: COST ACCOUNTING FEATURES AND FUNCTIONS**

**UNIT 1** Cost Accounting: Meaning, Features, Scope, Techniques, Methods, Objectives, Importance and Limitations. Costing; cost accountancy; cost centres and profit centres, Difference and similarities of cost accounting system with financial accounting system. Cost: main elements and types.

**UNIT 2** Material Control: Meaning and objectives of material control, material purchase procedure, fixation of inventory levels-reorder level, Minimum level, Maximum level, Danger level. EOQ analysis. Methods of Valuing Material Issues. Wastage of material –main types.

**UNIT 3** Labour Cost Control : Importance, methods of time keeping and Time Booking; Treatment and control of Labour Turnover, Idle Time, Overtime, Systems of Wage Payment-Time Wage System, Piece Wage System. Incentive Wage plans –Individual plans and group plans.

**UNIT 4** Overheads : Meaning and Types. Collection, Classification; Allocation, Apportionment and Absorption of Overheads –Main methods.

**BLOCK II: TYPES OF COSTING**

**UNIT 5** Unit and output costing : meaning and objectives; cost sheet–meaning, Performa, types preparation of cost sheet; determination of tender price; production account –types.

**UNIT 6** Reconciliation of cost and financial accounts : Meaning. Objectives and procedure

**UNIT 7** Process Costing: Meaning; Uses; Preparation of process account, Treatment of Normal Wastage, Abnormal Wastage, Abnormal Effectiveness;

**UNIT 8** Treatment of opening and closing stock - .Joint -Product and By -Product: Main methods of apportionment of Joint cost. Inter process profits.

**BLOCK III: COSTING AND BUDJETING CONTRACT**

**UNIT 9** Contract Costing –meaning, main features, preparation of contract account, Escalation clause; contract near completion; cost plus contract.

**UNIT 10** Job and batch costing - Budgetary control –meaning of budget and budgetary control, budgetary control as a management tool

**UNIT 11** limitations of budgetary control, forecasts and budgets, installation of budgetary control system, classification of budgets, fixed and flexible

budgeting, performance budgeting, zero based budgeting and responsibility accounting

**BLOCK IV: STANDARD COSTING AND DECISION MAKING**

**UNIT 12** Standard Costing : meaning, limitations, standard costs and budgeted costs, determination of standard cost, cost variances, direct material and direct labour only.

**UNIT 13** Marginal Costing and Profit planning: Marginal costing, Absorption costing, Marginal cost, Cost volume Profit analysis, BEP Analysis, Key factor, BE chart, angle of incidence,

**UNIT 14** concept of decision-making and steps involved, determination of sales mix, make or buy Decisions - Cost Ledgers -Reconciliation of Cost and Financial Profits –Need for Control – Integral Accounting.

**REFERENCE BOOKS:**

1. *Jain and Narang, Advanced Cost Accounting*
2. *Prasad N K, Iyengar S P and Nigam and Sharma Cost Accounting*
3. *Ratnam P V, Costing Adviser.*



<b>Course Code</b>	<b>Title of the Course</b>
<b>34731</b>	<b>ORGANIZATIONAL BEHAVIOUR</b>

**Objectives:**

- To understand the basic concept of organizational behavior.
- To gain knowledge on significance of organizational culture.

**BLOCK I: BASIC FEATURES OF ORGANISATIONAL BEHAVIOUR**

**UNIT 1** Organizational Behaviour: Meaning – Elements – Need – Approaches – Models – Global scenario

**UNIT 2** Individual Behaviour: Personality & Attitudes- Development of personality - Nature and dimensions of attitude – Organizational Commitment

**UNIT 3** Learning – Attitudes – Perception – Motivation – Ability – Their relevance to organizational behavior.

**UNIT 4** Group Behaviour: Theories of Group Formation - Formal Organization and Informal Groups and their interaction- Importance of teams

**BLOCK II: ORGANISATIONAL STRESS AND MANAGEMENT**

**UNIT 5** Formation of teams - Team Work- Group dynamics – Group norms – Group cohesiveness – Their relevance to organizational behavior.

**UNIT 6** Organizational Power and Politics: Organizational Power: Definition, Types of powers, Sources and Characteristics

**UNIT 7** Effective use of power- Organizational Politics: Factors and Impact.

**UNIT 8** Organizational Stress and Conflict Management: Stress Management: Meaning – Types – Sources – Consequences – Management of stress

**BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE**

**UNIT 9** Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

**UNIT 10** Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches

**UNIT 11** Organizational Culture – Meaning, significance – Organizational Climate – Implications on organizational behavior.

## **BLOCK IV: CHALLENGES OF ORGANISATIONAL DEVELOPMENT**

- UNIT 12** Organizational Change and Development: Organizational Change: Meaning, Nature and Causes of organizational change
- UNIT 13** Resistance to change – Managing change.-Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.
- UNIT 14** Development: Meaning, Nature and scope of OD – OD Interventions- Challenges to OD- Learning Organizations.

### **REFERENCES**

- *Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.*
- *Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010*
- *Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010*
- *Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.*
- *Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.*
- *K.Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010*
- *Judith R. Gordon, A Diagnostic Approach to Organisational Behaviour, Allyn & Bacon, 1993*

Course Code	Title of the Course
34732	BUSINESS STATISTICS

**Objectives:**

- To understand the basic concept of Statistics.
- To gain knowledge on different measures of central tendency, index numbers and time series.

**BLOCK I: BASICS OF STATISTICS**

- UNIT 1** Definition, important and limitations; Functions and scope of statistics; Types of data; Data collection techniques; Presentation of data.
- UNIT 2** Data Condensation and graphical Methods :Raw data , attributes and variables , classification , frequency distribution , cumulative frequency distributions. Graphs- Histogram , Frequency polygon. Diagrams - Multiple bar , Pie ,Subdivided bar
- UNIT 3** Measures of Central Tendency – Mean (A.M., G.M., H.M.), Median, Mode – different properties; Partition values – Quartiles, Deciles, Percentiles; Partion values from Ogives
- UNIT 4** Measures of Dispersion– Range, Q.D., M.D., S.D. – their coefficients; Comparing consistency; Different properties.

**BLOCK II: REGRESSION AND LINEAR PROGRAMMING**

- UNIT 5** Moments, Skewness and Kurtosis– Moments about an arbitrary number; Central Moments; Relation between central and non-central moments upto 4<sup>th</sup> order;  $\beta$  and  $\gamma$ - coefficients; Meaning of skewness and kurtosis; Different measures of skewness and kurtosis.
- UNIT 6** Linear Correlation and Regression - Types of correlation, Scatter diagram, Two-waytable, Marginal and Conditional distributions; Pearson's coefficient of correlation, Spearman's rank correlation coefficient, Properties of correlation coefficient,
- UNIT 7** Regression analysis- Meaning and types of regression equations, Curve fitting by the method of least squares, Derivation of regression equations, Properties of regression equations.

**UNIT 8** Index Number– Construction, Price and Quantity index numbers, Laspeyres’, Paasche’s, Edgeworth-Marshall’s, Fisher’s method, Relative methods, Tests of index number formulae: Time and Factor reversal tests, General index number, Chain base index number, Cost of living index number (CLI), Uses of CLI and its applications, Uses and limitations of index numbers.

**BLOCK III: TREND ANALYSIS SAMPLING AND HYPOTHESIS**

**UNIT 9** Analysis of Time Series- Components of a time series, Adjustment in time series, Measurement of trend by moving average and least squares methods (linear and quadratic trends), Measurement of seasonal variation by simple average method, Forecasting, Deseasonalisation.

**UNIT 10** Sampling-. Sampling and Sampling Distributions; Procedure of hypothesis testing; Type I and Type II errors; One tailed and two tailed tests;

**UNIT 11** Tests of Hypothesis - Testing of hypothesis w.r.t. large samples, about population means, difference between means, attributes, population proportion and difference between two proportions.

**BLOCK IV: CHI-SQUARE AND PROBABILITY**

**UNIT 12** Chi-square test; Analysis of Variance; Statistical decision making

**UNIT 13** Probability– Basic terms; Total, Compound and Bayes’ Theorems for two and three events – Problems based on them. \

**UNIT 14** Probability Distribution – Binomial, Poisson and Normal distributions; Mean and S.D. of Binomial and Poisson distributions

**REFERENCE BOOKS:**

1. *Elhance D N, Fundamentals of Statistics*
2. *Gupta S P, Statistics for Business Students*
3. *Gupta S P, Statistical methods*

Course Code	Title of the Course
34733	Banking Theory

**Objectives:**

- To understand the functions of Commercial Banks.
- To know the importance of Indian money market.

**BLOCK I: BASIC THEORY OF BANKING**

**UNIT 1** Definition of bank –kinds of banks – Credit creation by banks –Balance sheet of Banks.

**UNIT 2** Unit Banking Vs Branch Banking.

**UNIT 3** Commercial Banking –Classification of Banks –Functions –Creation of Credit –Balance Sheet –Investment Policies –Bank Assets –Banking Structure – Clearing Houses.

**UNIT 3** Reserve Bank of India –Objectives and Functions –Control of credit by R.B.I. –Indian Money Market

**UNIT 4** Introduction to Money –Kinds, Functions and Significance –Demand for and Supply of Money –Monetary Standards –Gold Standard –Bimetallism and Paper Currency Systems –Paper Money –Money Market.

**BLOCK II: INDIAN BANKING SYSTEM**

**UNIT 5** Foreign Exchanges – Exchange Market and Rates of Exchange – Exchange Control.

**UNIT 6** Banking Regulation Act, 1949: History; Social control; Banking Regulation Act as applicable to banking companies and public sector banks; Banking Regulation Act as applicable to Co- operative banks.

**UNIT 7** Indian Banking –Reserve Bank of India–Organisation –Management - Functions –NABARD –State Bank of India –Exchange Banks –Commercial Banks -Indigenous Banks –Co-operative Banks.

**UNIT 8** State Bank of India: Brief History; objectives; Functions; Structure and organization; Working and progress

**BLOCK III: BANKING REGIONAL ACT AND RRB**

**UNIT 9** Regional Rural and Co- operative Banks in India: Functions; Role of Regional rural and co-operative banks in rural India; Progress and performance

**UNIT 10** Place of Private Sector Banks.-Role and functions in india

**UNIT 11** Bankers as Borrowers – Precautions to be taken before opening accounts -Legal significance of Fixed Deposit Receipts.

**BLOCK IV: BANKER CUSTOMER SYSTEM**

**UNIT 12** Definition of the term banker and customer – General relationship – special relationship – main functions and subsidiary services.

**UNIT 13** Banker Agency services and general utility services.

**UNIT 14** Recent Trends in Indian Banking System

**Note: Students are expected to be aware of changes upto 6 months prior to the date of examinations.**

**REFERENCE BOOKS:**

1. *Basu, Theory and Practice of Development Banking*
2. *Muranjan S K, Modern Banking in India*
3. *Reddy, Appanniah, Natarajan & Gordon, Banking Theory and Practice.*

<b>Course Code</b>	<b>Title of the Course</b>
<b>34734</b>	<b>BANKING LAW AND PRACTICE-I</b>

**Objectives:**

- To understand the basic concept of banking.
- To know about the negotiable instruments.

**BLOCK I: CONCEPT OF BANKER AND CUSTOMER RELATIONSHIP**

**UNIT 1** Definition of banking – Relationship between banker and customer – General relationship

**UNIT 2** Obligations of a banker: Obligation to honour cheques and to maintain secrecy of accounts

**UNIT 3** Banker's rights: Right of general line, set-off, appropriation and to charge interest and incidental charges.

**UNIT 4** Negotiable Instruments – Definition – Characteristics features – Distinguishing features of cheque, bill and promissory note

**BLOCK II: FEATURES OF NEGOTIABLE INSTRUMENTS ACT**

**UNIT 5** Types of bills of exchange – Trade bills and accommodation bills – Discounting of bills – Due date of bills – Dishonour of bills – Noting and protesting

**UNIT 6** Holder and Holder in due course of negotiable instruments – Payment in due course – Return of cheques.

**UNIT 7** Endorsements – Definition – Kinds – Crossing – Types – MICR Cheques – Paying banker;

**UNIT 8** Precautions to be taken before a cheque for payment and statutory protection – Collecting banker Duties and Statutory Protection.

**BLOCK III: KINDS OF ACCOUNT HOLDERS**

**UNIT 9** Types of customers and account holders – Procedure and practice in opening and conducting the accounts of customers viz., Minors, Joint account holders, Partnership firms, Joint stock companies,

**UNIT 10** Executors and Trustees, Clubs and Associations, Joint Hindu Family etc – Non-Resident Accounts.

**UNIT 11** Different types of accounts in a bank: Savings, Current and Fixed deposit accounts

**BLOCK IV: PROCEDURE FOR OPENING AND CLOSING BANK ACCOUNTS**

**UNIT 12** Opening, Operation and Closing of such a counts – Legal aspects of entries in the Pass Book.

**UNIT 13** Services to customers: Remittance of funds, Safe Deposit Lockers, Guarantee, Letters of credit,

**UNIT 14** Travellers cheques, Gift cheques, Credit Cards, Rural Banking Services, - Investment Counselling, carrying out standing instructions and other miscellaneous services. legal effect. Modern Banking, Banking practice – E- Banking – Internet banking – Mobile banking – ATMS- Cash Machine – EFT (Electronic Fund Transfer) – RTGs, NEFT, MICR.

**REFERENCE BOOKS:**

1. Tannan, M.L, Banking Law and Practice in India, Thacker & Co. Ltd., Bombay, Latest Edn.
2. Sundaram&Varshney, Banking Theory, Law and Practice, Sultan Chand & Sons, New Delhi, Latest Edn.
3. Indian Institute of Bankers, Mumbai , Commercial Banking Volume I, II and III.



Course Code	Title of the Course
34741	ELEMENTS OF MARKETING

**Objectives:**

- To understand the elements of marketing
- To know more about market segmentation strategies and consumer behavior

**BLOCK I: BASICS OF MANAGEMENT**

- UNIT 1** Introduction: Nature and scope of marketing; importance of marketing as a business function, and in the economy;
- UNIT 2** Marketing concepts -traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.
- UNIT 3** Consumer Behaviour: Nature, scope and significance of consumer behaviour.- Factors influencing consumer behaviour
- UNIT 4** Market segmentation -concept and importance; Bases for market segmentation- Market Segmentation Strategies – Marketing mix

**BLOCK II: FEATURES OF MARKETING**

- UNIT 5** Product Concept of product, consumer, and industrial goods; Product planning and development.
- UNIT 6** Product positioning – Packaging -role and functions; Brand name and trade mark; After- sales service; Product life cycle concept
- UNIT 7** Price- Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates
- UNIT 8** Distribution Channels: Distribution channels - concept and role; Types of distribution channels; Factors affecting choiceof a distribution channel; Retailer and wholesaler;

**BLOCK III: MARKETING MIX**

- UNIT 9** Physical distribution of goods; Transportation Warehousing; Inventory control; Order processing
- UNIT 10** Promotion: Methods of promotion; Optimum promotion mix; Advertising media- their relative merits and limitations; Characteristics of an effective advertisement
- UNIT 11** Personal selling; Selling as a career; Classification of a successful sales person; Function of salesman

**BLOCK IV: TRAINING AND COMPENSATION**

- UNIT 12** Training and Compensation – Evaluation of performance of Sale Force – Advertisement and Publicity
- UNIT 13** Communication –Meaning, nature and importance. Communication process and elements of communication process. Barriers in communication. Marketing communication mix concept, factors affecting the promotion or communication mix. Communication mix determination process.
- UNIT 14** Setting up of target, policies, strategies, integrated communication in marketing, recent trends in marketing

**REFERENCE BOOKS:**

1. *William J Stanton, Fundamental of Marketing*
2. *Mamoria C B & Satish Mamoria, Marketing Management*
3. *Gandhi J C, Rajan Nair, Marketing*
4. *Sherlekar S A, Essentials of Marketing Management*

Course Code	Title of the Course
34742	Banking Law and Practice-II

**Objectives:**

- To understand law of banking practice
- To analyze the industrial sickness and causes

**BLOCK I: BASICS OF LENDING**

**UNIT 1** Principles of Lending –Types of Borrowings –Precautions to be taken by a banker- Loans and advances against different type of securities

**UNIT 2** forms of advances such as Cash credit, Overdraft, Loan, Purchase and Discounting of bills – borrower study.

**UNIT 3** Secured advances: Different types of securities viz., – Need for Control –Types- Scope, Features Government securities

**UNIT 4** Corporate securities, Life Insurance Policies. Goods, Document of Title to Goods, Real estate and Book debts,

**BLOCK II: FEATURES AND OBLIGATIONS OF BANK**

**UNIT 5** Modes of creating charges viz., Meaning- Importance – Implication – Need for Control –Types- Scope, Features Lien, Pledge, Hypothecation and Mortgage.

**UNIT 6** Guarantees: Definition – Essential features of a contract of guarantee- Features

**UNIT 7** Liability of the surety – Rights of surety

**UNIT 8** Obligations of creditor towards surety Rights of creditor. Meaning- Importance – Implication – Need for Control –Types- Scope, Features

**BLOCK III: BANKING DOCUMENTATION**

**UNIT 9** Loan appraisal: Managerial appraisal, Technical appraisal

**UNIT 10** Commercial appraisal and Financial appraisal – Follow up and supervision – NPAs. - Need for Control –Types- Scope, Features

**UNIT 11** Documentation: Meaning – Documentation in respect of various types of borrowers and securities

**BLOCK IV: INDUSTRIAL RELATIONS**

**UNIT 12** Essential clauses – Indian Stamp Act – Limitation Act.

**UNIT 13** Industrial Sickness

**UNIT 14** Industrial Causes – Rehabilitation of Sick units.

## REFERENCE BOOKS:

1. *Bedi H.L. and Hardikar V.K., Practical Banking Advances.*
2. *Kannan M.L., Banking law and Practice in India, Thacker & Co.*
3. *Commercial Banking 4 Volumes.*

Course Code	Title of the Course
34743	RESEARCH METHODS

### Objectives:

- To know the basic concepts of research
- To know about different sampling methods and techniques

## BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1** Meaning, Types and Process of Research: Meaning – Purpose – Types of Research
- UNIT 2** Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3** Significance of research in social sciences – Process of research – Meaning – Scientific method – Induction and deduction.
- UNIT 4** Planning Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business

## BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5** Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design.
- UNIT 6** Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – Methods of sampling
- UNIT 7** Probability and non-probability sampling methods – Sample size – Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8** Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques – Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

## BLOCK III: TOOLS OF DATA COLLECTION

- UNIT 9** Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules vis-a-vis Questionnaires

**UNIT 10**      Scaling techniques: Meaning, Importance, Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.

**UNIT 11**      Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variate analyses

**BLOCK IV: HYPOTHESIS AND REPORT WRITING**

**UNIT 12**      Test of Hypothesis: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table

**UNIT 13**      Concept and Types of Non-parametric Tests- Mann Whitney Test- The process of interpretation of Test Results– Guidelines for making valid interpretation.

**UNIT 14**      Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

**REFERENCES**

1. John W Best & James V. Kahn *Research in Education*, Allyn and Bacon, 2009
2. Anderson et-al, *Thesis and Assignment Writing*, Wiley, New Delhi, 1989.

Course Code	Title of the Course
34744	COMPUTER AND BANKING

**Objectives:**

- To understand more about computer
- To know about hardware and software

**BLOCK I: BASICS OF COMPUTER AND BANKING**

**UNIT 1** Electronic Banking: Traditional Banking Vs E-Banking-Facets of E-Banking -E-Banking transactions - truncated cheque and Electronic cheque

**UNIT 2** Models for E-banking-complete centralized solution- features-CCS-Cluster approach-Hi tech. Bank with in Bank Advances of E-Banking-Constraints in E-Banking

**UNIT 3** Online Banking: Introduction –concept and meaning-the electronic delivery channels- need for computerization-Automatic Teller Machine(ATM) at home –Electronic Fund Transfer(EFT)-uses – computerization in clearing houses- Telebanking- Banking on home computers –Electronic Money Transfer -uses of EMT.

**UNIT 4** Updating Bank saving accounts –Computer bank branches-Financial Transaction Terminals- (FTT)-E-Cheque-Magnetic Ink Character Recognition (MICR) and Cheques

**BLOCK II: E-BANKING**

**UNIT 5** E-Banking Security- Introduction need for security –Security concepts- Privacy –Survey. Findings on security-Attack-Cyber crimes-Reasons for Privacy

**UNIT 6** Tampering-Encryption –Meaning-The encryption process-may appear as follows - Cryptogram-Cryptanalyst-cryptography-Types of Cipher systems –

Code systems-Cryptography-Cipher-Decipher-Jumbling-Asymmetric-Crypto system-Data Encryption Standard

**UNIT 7** E-Banking in India-Procedure-Programmes-Components- How to go on net for Online Banking-advantages-Limitations.

**UNIT 8** E-Builder solutions-Digital certificate-Digital Signature &Electronic Signature-E-Security solutions— solutions providers-E-locking technique- E-locking services-Netscape security solutions- Pry Zone

### **BLOCK III: BANKING SOFTWARE**

**UNIT 9** E-software security Internet-Transactions-Transaction security-PKI-Sierras Internet solutions-inc –security devices-Public Key Infrastructure-(PKI)-Firewalls Secure Ledger-(FSL)-Secure Electronic Transaction(SET).

**UNIT 10** Basic concepts of data processing – Binary number system – Octal and hexadecimal – Representation of non-numeric data

**UNIT 11** CPU – Main memory – Peripheral controllers – Peripherals.

### **BLOCK IV: LAN AND BRS**

**UNIT 12** Software: Need for software – What is software? Types of software, System Software -Operating systems – language translators -Programming languages.

**UNIT 13** LAN – Local processing with batch updates – Meaning- Importance – Implication – Need for Control –Types- Scope, Features AIMs – Home banking – EFT – MICR.

**UNIT 14** Inter branch reconciliation Security considerations – Accidental damage, power failures and malicious damage .

### **REFERENCE BOOKS:**

1. *Bajwa K.S., Bank Mechanization, Skylark Publications*
2. *Srivatsava, Computer Applications in Banks, BTC, RBI*
3. *Sanjay Soni and Vinayak Aggarwal, Computers and Banking Sultan Chand & Sons.*

<b>Course Code</b>	<b>Title of the Course</b>
<b>34751</b>	<b>RURAL BANKING</b>

**Objectives:**

- To investigate the concept of rural banking and growth
- To know about Loan syndication and capital issue



## **BLOCK I: BASICS OF RURAL BANKING**

- UNIT 1** Rural Banking: Meaning – Importance – Activities of a Rural banker – Project counselling – Loan syndication – Management of public issues – Underwriting, bankers to issue and other services
- UNIT 2** Growth of Rural banking in India — Meaning- Importance – Implication – Need for Control –Types- Scope, Features .- Role of the SEBI in regulating Rural banking industry - Role of NSE and OTCEI.
- UNIT 4** Project related activities of a Rural banker: Corporate Counselling: Organisational goals —Loan Syndication: Meaning and scope – Steps in syndication–

## **BLOCK II: RURAL BANKING FEATURES**

- UNIT 5** Capital Issue related activities of a Rural banker: Changing structure of Indian Capital Market – Management of pre-issue activities
- UNIT 6** corporate securities : Types and characteristics – Marketing of corporate securities – Steps to be taken by the issuing company and the lead manager – Underwriting.
- UNIT 7** Management of post-issue activities – Processing of data – Reporting to SEBI – Under subscription – Bridge loans – Allotment of shares – Listing of securities.
- UNIT 8** Service oriented activities of a Rural banker: Mergers and Amalgamations: Meaning – Purpose – Types of mergers.

## **BLOCK III: VENTURE CAPITAL AND MISCELLANEOUS**

- UNIT 9** Role of Rural bankers in mergers – Portfolio Management: Functions of portfolio managers – Explanation to risk – CAPM Approach to market operations.
- UNIT 10** Miscellaneous activities of a Rural banker: Venture capital – Origin – Administration of venture capital fund – Mutual fund
- UNIT 11** Classification of mutual funds – Factoring – Mechanism and types of factoring Domestic - Cash Management, ST/MT Funding, Meaning and importance cash management, Objectives,.

## **BLOCK IV: LRR AND CRR**

- UNIT 12** Cash flow cycle, Cash flow budgeting and forecasting, Electronic cash management, MT and LT funding, Term loans, Securitization, Cost center, Profit center, Planning and control, Capital Budgeting.

**UNIT 13** Liquidity Management- Objectives-Sources-Maturity concerns: Projected cash and core sources- Contingency Plans- ST/NT Liquidity – Maturity Ladder Limit- Internal control-Information- Netting.

**UNIT 14** Regulation, Supervision and Compliance- Need and significance of internal and external audit.

***REFERENCES***

1. Machiraju H R, *Rural Banking: Principles and Practice*.
2. Dr.Verma J C, *Bharat's Manual of Rural Banking*.

Course Code	Title of the Course
-------------	---------------------

**Objectives:**

- To analyze the management accounting concepts and applications
- To study the budgeting and budgetary control

**BLOCK I: BASICS OF MANAGEMENT ACCOUNTING**

**UNIT I** Management accounting – Definition – Objectives – Nature – Scope – Merits and limitations – Differences between management accounting and financial accounting –

**UNIT2** Financial statement analysis – Comparative statement – Common size statement – Trend percentage.

**UNIT3** Ratio analysis – Meaning – Classification – Liquidity, solvency, turnover and profitability ratios – Dupont chart – Construction of balance sheet.

**UNIT 4** Fund flow statement – Meaning– Preparation – Schedule of changes in working capital – Funds from operation – Sources and applications

**BLOCK II: CASHFLOW STATEMENT AND ANALYSIS**

**UNIT 5** Cash flow statement – Meaning – Difference between funds flow statement and cash flow statement – Preparation of cash flow statement as per Accounting Standard 3.

**UNIT 6** Budget and Budgetary control – Meaning – Advantages – Preparation of sales, production, production cost, purchase, overhead cost, cash and flexible budgets

**UNIT 7** Standard costing – Meaning, Advantages and Limitations.

**UNIT 8** Variance analysis – Significance - Computation of variances (Material Labour and overheads)

**BLOCK III: COSTING AND ITS APPLICATIONS**

**UNIT 9** Marginal costing – CVP analysis – Break even analysis

**UNIT 10** BEP - Managerial applications – Margin of safety – Profit planning.

**UNIT 11** Differential Costing.

**BLOCK IV: METHODS OF CAPITAL BUDGETING**

**UNIT 12** Capital Budgeting – Meaning – Importance – Appraisal methods

**UNIT 13** Payback period — Accounting rate of return - Discounted cash flow – Net present value – Profitability index – Internal rate of return.

**UNIT 14** Methods of evaluation of Alternative Capital Expenditure Programme.

**REFERENCE BOOKS:**

1. *Maheswari S N, Management Accounting and Financial Control*
2. *Man Mohan and Goyal, Management Accounting*  
*Hingorani, Ramanathan, and Katyal, Management Accounting*

Course Code	Title of the Course
34753	HUMAN RESOURCE MANAGEMENT

**Objectives:**

- To understand basic concepts and functions of Human Resource Management
- To know more about Employee welfare and Employee retention

**BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

**UNIT 1** Introduction: Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Challenges of HRM; Personnel Management vs HRM

**UNIT 2** Strategies for the New Millennium: Role of HRM in strategic management; human capital; emotional quotient; mentoring; ESOP; flexi-time; quality circles; Kaizen TQM and Six Sigma

**UNIT 3** Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management- Approaches to Human Resource Management

**UNIT 4** Acquisition of Human Resources: HR Planning; Job analysis – job description and job specification

**BLOCK II: RECRUITMENT AND SELECTION**

**UNIT 5** Recruitment and Selection Process: Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process

**UNIT 6** Tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations.

**UNIT 7** Placement and Induction- Training and Development: Concept and importance of training

**UNIT 8** types of training; methods of training; design of training programme; evaluation of training effectiveness.

**BLOCK III: EMPLOYEES COMPENSATION AND RETENTION**

**UNIT 9** Executive development – process and techniques; career planning and development.

**UNIT 10** Employee Compensation and Retention: Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems

**UNIT 11** Sweat Equity- Job evaluation systems –Promotion – Demotions – Transfers-  
Labour Attrition: Causes and Consequences.

**BLOCK IV: APPRAISAL AND TRADE UNION**

**UNIT 12** Performance and Potential appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods, 360 degree appraisal technique; Maintenance: overview of employee welfare, health and safety, social security

**UNIT 13** Employee Retention: Need and Programs.- Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations.

**UNIT 14** Trade Unions - Multiplicity of Trade Unions – Workers Participation in Management- Separation: Need and Methods- Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

**REFERENCES**

- Mathis and Jackson, *Human Resource Management*, South-Western College, 2004.
- Nkomo, Fottler and McAfee, *Human Resource Management*, South-Western College, 2007.
- R. Wayne Mondy, *Human Resource Management*, Prentice Hall, 2011.
- Venkataraman & Srivastava, *Personnel Management & Human Resources*
- Arun Monappa, *Industrial Relations*
- Yodder & Standohar, *Personnel Management & Industrial Relations*
- Edwin B. Flippo, *Personnel Management*, McGraw-Hill, 1984
- Pigors and Myers, *Personnel Administration*
- R.S. Dwivedi, *Manpower Management*
- Lynton & Pareek, *Training and Development*, Vistaar Publications, 1990.

Course Code	Title of the Course
34754	<b>TOURISM ENTREPRENEURSHIP</b>

**Objectives:**

- To make the students to know about Entrepreneurship concepts
- To analyze the Entrepreneurial Opportunities in Tourism

**BLOCK I: BASICS OF TOURISM ENTREPRENEURSHIP**

**UNIT 1** Entrepreneur & Entrepreneurship: Definition and Theories;  
Entrepreneurship environment – Socio-economic, Cultural, Political & Natural, Characteristics of Entrepreneur & Entrepreneurial Behaviour

**UNIT 2** Ownership structure and organizational framework of small scale enterprises in Tourism and Travel Business- Venture Creation and Management

**UNIT 3** Preparation of business plan and managerial process in small scale enterprise. Entrepreneurial performance assessment. Managing family enterprises in Tourism industry. Promotional agencies for SMEs in India Opportunity Identification – Business Plan - Feasibility Report – Funding options

**UNIT 4** Entrepreneurial Opportunities in Tourism –I (Accommodation):  
Entrepreneurial opportunities in Tourism: An overview- Entrepreneurial opportunities in Accommodation sector- Nature, Scope, Risk and Return aspects of the opportunity- Sources of finance

**BLOCK II: PROJECT INVESTMENT STAGE**

**UNIT 5** Entrepreneurial Opportunities in Tourism –II (Transportation):  
Entrepreneurial opportunities in Transportation sector: Determinants of success of the venture- Case studies of selected Hotel Projects

**UNIT 6** Risk and Return aspects of the opportunity- Sources of finance – Determinants of success of the venture- Case studies of selected Tourist cab services.

**UNIT 7** Entrepreneurial Opportunities in Tourism –III (Shopping and Restaurant):  
Entrepreneurial opportunities in Shopping and Restaurant services sector- Extent of tourist spending on these aspects- Sources of finance – Determinants of success of the venture.

**UNIT 8** Entrepreneurial Opportunities in Tourism –IV (Tourism Attraction Development):  
Entrepreneurial opportunities in tourism attraction development:

**BLOCK III: RESOURCE PLANNING AND SCHEDULING**

**UNIT 9** Sources of finance – Determinants of success of the venture- Case studies of selected Theme parks, Resorts Hotels, Tour operators, etc.

**UNIT 10** Entrepreneurial Development in Tourism: Programmes for developing entrepreneurship – Entrepreneurial culture

**UNIT 11** Tourism industry and business ideas; business strategy- understanding customers and analyzing competition

**BLOCK IV: PROJECT REVIEW AND INDUSTRIAL SICKNESS**

**UNIT 12** Feasibility; Writing a business plan- marketing, financial, operations, people, etc. Financial requirements and sources of finance;

**UNIT 13** Form of organisation and legal considerations; networking and collaboration; good business practices;

**UNIT 14** Setting up a tourism enterprise- steps, procedures, licenses, registration etc Intrapreneurship – Special Programmes of assistance.

**REFERENCES**

1. Peter F Drucker, *Innovation and Entrepreneurship*
2. Charles R. Goeldner, Brent Ritchie, J.R., *Tourism : Principles, Practices, Philosophies.*
3. Philip Kotler , et.al., *Marketing for Hospitality and Tourism, Ed.3*
4. Peter Mason, *Tourism Impacts, Planning and Management*
5. Roy A. Cook, et.al., *Tourism : The Business of Travel, Ed.2*
6. Douglas Robert Brown, *The Restaurant Managers Handbook : How to setup, Operate and Manage a Financially Successful Food Service Operation*



Course Code	Title of the Course
34761	QUANTITATIVE TECHNIQUES

Objectives:

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

### **BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES**

UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.

UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion

UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.

UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

### **BLOCK II: LINEAR PROGRAMMING PROBLEMS**

UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making

UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms

UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.

UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

### **BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES**

- UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.
- UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.
- UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

### **BLOCK IV: QUERY AND DECISION TREE ANALYSIS**

- UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.
- UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process
- UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

### **REFERENCES**

1. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
2. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
3. Sharma, Operations Research: Theory and Applications.
4. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
5. K. Gupta and D.S. Hira, Operations Research.
6. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
7. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
8. V.K. Kapoor, Operations Research.
9. Dharani Venkatakrisnan, Operations Research: Principles and Problems.
10. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

Course Code	Title of the Course
34762	Retail and Distribution Management

### **Learning Objectives:**

1. To enhance the knowledge in basic strategies of retail management
2. To analyze the multiple channels of distribution system in present marketing scenario.

### **BLOCK I: BASICS OF RETAIL AND DISTRIBUTION MANAGEMENT**

UNIT – I: Retailing – Definition – Retail industry and economy – Retail industry in India - Characteristics of retailing – Role of services in retailing – Functions of retailing – Categorizing retailers – Trends in retail formats – Retail strategy.

UNIT – II: Retail organizations – Changing structure of retailing – Theories of structural change in retailing – Classification of retail units – Method customer interaction.

UNIT – III: Retail in India – Emergence of organized retailing – Traditional retail formats – Modern retail formats in India – Retailing to rural India – Product categories – Challenges in retail business in India.

UNIT – IV: Retail customer – Consumer behaviour – Factors affecting consumer decision making – Stages of the consumer decision process – Types of consumer decision making – Shopping behaviour.

### **BLOCK II: RETAIL MARKET SEGMENTATION AND LOCATION STRATEGY**

UNIT – V: Retail market segmentation – Benefits – Criteria for effective market – Kinds of markets – Dimensions for segmentation – Customer profile – Market segmentation in India.

UNIT – VI: Retail location strategy – Importance of location decision – Determining factors – Types of retail location – Site selection analysis – Selection of particular shopping centre – Retail location theories.

UNIT – VII: Product management – Brand management and retailing – Merchandise management – Model stock plan – Types of suppliers – Category management – Various retail segments.

UNIT – VIII: Retail pricing – External influences on retail pricing strategy – Developments in retail prices – Retail pricing objectives – Role of price elasticity.

### **BLOCK III: MARKETING CHANNELS**

UNIT – IX: Retail promotion strategy – Selection of promotion mix – Advertising – Media selection- Sales promotion – Personal selling – Publicity.

UNIT – X: Relationship marketing in Retailing – Evolution of relationship marketing – Relationship marketing strategies in retailing – Organized and unorganized retail store.

UNIT – XI: Marketing Channels - Structure, Functions and Significance - Basic Channel, Role in the dynamic market place - Designing the Market Channel system.

#### **BLOCK IV: MANAGING MARKETING CHANNELS**

UNIT – XII: Managing Marketing Channels - Channel Policies - Choice of the channel - Organizational Pattern in the Channel - Assessing Channel Performance - Causes for Channel Conflict - Techniques to overcome Channel Conflict- Channels for Consumer Goods, Industrial Goods and Services- Multi-level Marketing - Concepts, Role and Significance.

UNIT – XIII: Primary participants of the Channel - Manufacturer, Wholesaler and Retailer - Logistics and Operational dimensions - Material Handling, Transportation, Warehousing, Inventories, Logistics interface-Marketing Information System (MIS).

UNIT – XIV: Franchisee - Significance and importance of Franchisee in Channel Decision - Advantages of Franchisee - Process of appointment of Franchisee – Relationship between Franchiser and Franchisee.

#### **REFERENCE BOOKS:**

1. Kulkarni M. V., 2011, Physical Distribution Management, (3<sup>rd</sup> Edition), Vikas Publishing.
2. Gibson G. Vedamani, 2003, Retail Management, (4<sup>th</sup> Edition), JBA Publishers.
3. Ronald W. 1996, Retail Marketing Hasty, McGraw-Hill Publication.
4. Eliton S .2009, Sales and Distribution Management, (3rd Edition), Himalaya Publishing House Private Limited.

Course Code	Title of the Course
34763	BUSINESS ENVIRONMENT

Objectives:

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

### **BLOCK I: BASICS OF BUSINESS ENVIRONMENT**

UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment

UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.

UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions

UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

### **BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT**

UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.

UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions

UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign

Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.

- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

**BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT**

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities

- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.

- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

**BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT**

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.

- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth

- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

## REFERENCES

1. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
2. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
3. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
4. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
5. Amarchand D, Government and Business, TMH.
6. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
7. Maheswari & Gupta, Government, Business and Society.

<b>Course Code</b>	<b>Title of the Course</b>
<b>34764</b>	<b>BUSINESS LAW</b>

### Objectives:

- To understand the basics in business law
- To identify Fundamental Principles, need, scope of business law

### **BLOCK I: BASICS OF BUSINESS LAW**

**UNIT 1** Introduction: Introduction, Meaning and Scope of Business Law, Sources of Law, Laws applicable to Business

**UNIT 2** Indian Contract Act, 1872: Introduction, Definition and Meaning of Contract, Essentials of a Contract, Types of Contracts, Capacity of Parties, Modes of Discharge of a Contract, Remedies for Breach of Contract.

**UNIT 3** Law of Agency: Introduction, Agent and Agency, Kinds of Agencies, Creation of Agency, Principal and Agent, Termination of Agency

**UNIT 4** Sale of Goods Act, 1930: Introduction, Contract of Sale of Goods, Essentials of a Contract of Sale, Price, Agreement to sell at valuation, Rights and Duties of Buyer, Right of Unpaid Seller, Conditions and Warranties, Transfer of Property, Performance of Contract

**BLOCK II: PARTNERSHIP AND COMPANIES ACT**

**UNIT 5** Negotiable Instruments Act, 1881: Introduction , Definition and Meaning of Negotiable Instrument, Promissory Note, Bill of Exchange , Cheque, Parties to Negotiable Instruments, Maturity of Negotiable Instrument, Negotiation , Dishonor of a Negotiable Instrument, Notice of dishonor, discharge of a Negotiable Instrument

**UNIT 6** Partnership Act, 1932: Introduction, Nature of the Partnership, Features of Partnership, Qualities of a Partnership, Advantages, Limitations, Kinds of Partners, Partnership Deed, Registration of a Partnership, Effects of registration , Effects of non – registration, Rights and Duties of Partners, Dissolution of Partnership.

**UNIT 7** Companies Act, 1956: Introduction, Definition and Characteristics, Classification of Companies, Incorporation of a Company, Share Capital, Company management, Meetings, Resolution

**UNIT 8** Consumer Protection Act [COPRA], 1986: Introduction, Background, Definitions, Consumer Protection Council, Central Consumer Protection Council, Consumer Redressal Agencies, Administrative Control of National Commission.

**BLOCK III: IPR & IT**

**UNIT 9** Competition Act, 2002: Meaning and Scope of Competition Act, Salient Features of Competition Act, Offences and Penalties under the Act

**UNIT 10** Intellectual Property Rights: Meaning and Scope of Patent Act and Amendments of WTO Agreements, Rights of Patentee , Infringement , Remedies, Trademarks, Copyright



**UNIT 11** Information Technology Act, 2000: Background, Salient Features, Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Cyber Laws, Penalties for Offences.

**BLOCK IV: MSME**

**UNIT 12** Micro Small And Medium Enterprises Development Act, 2006: Classification of Micro, Small and Medium Enterprises,

**UNIT 13** Salient Features of Micro, Small and Medium Enterprises Act, Reservation Policy, Credit Policy, Government Policy towards Taxation and Incentives

**UNIT 14** Management of companies –Meetings- Types- Requirements- Protection of minority interest- Methods of Winding-up.

**REFERENCES**

1. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
2. Pathak, Legal Aspects of Business, TMH, 2009.
3. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
4. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
5. Relevant Bare Acts.
6. Balachandran and Thothadri, business Law, TMH, 2010

Course Code	Title of the Course
34771	MANAGERIAL ECONOMICS

**Objectives:**

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

**BLOCK I: BASICS OF MANGERIAL ECONOMICS**

UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.

UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –

UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.

UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

**BLOCK II: DEMAND AND SUPPLY MANGEMENT**

UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox

UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.

UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly

UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner’s Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

### **BLOCK III: COST AND BREAK FROM POINTS**

UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.

UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.

UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

### **BLOCK IV: MACRO ECONOMICS AND REGULATIONS**

UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.

UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.

UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

### **REFERENCES**

1. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
2. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
3. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
4. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
5. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.

6. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
7. Gupta G S, Managerial Economics, Tata McGraw-Hill.
8. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
9. Mehta P L, Managerial Economics, Sultan Chand and Sons.
10. Joel Dean, Managerial Economics, Prentice-Hall.

Course Code	Title of the Course
34772	ENTREPRENEURSHIP

**Objectives:**

- To stimulate the learners to the concept of entrepreneurship
- To imbibe the knowledge to the students on entrepreneurial culture, training and special programs.

**BLOCK I: BASICS OF ENTREPRENEURSHIP**

**UNIT 1** Introduction to Entrepreneurship: Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development, agencies in entrepreneurship management and future of entrepreneurship

**.UNIT 2** The Entrepreneur: Meaning of entrepreneur, the skills required to be an entrepreneur, the entrepreneurial decision process, and role models, mentors and support system.

**UNIT 3** Business Opportunity Identification: Business ideas, methods of generating ideas, and opportunity recognition

**UNIT 4** Preparing a Business Plan: Meaning and significance of a business plan, components of a business plan, and feasibility study

**BLOCK II: FINANCING AND LAUNCHING OF NEW VENTURE**

**UNIT 5** Financing the New Venture: Importance of new venture financing, types of ownership securities, venture capital, types of debt securities, determining ideal debt-equity mix, and financial institutions and banks

**UNIT 6** Launching the New Venture: Choosing the legal form of new venture, protection of intellectual property, and marketing the new venture

**UNIT 7** Managing Growth in New Venture: Characteristics of high growth new ventures, strategies for growth, and building the new venture capital

**UNIT 8** Business ideas – project identifications and formulations –classifications - Project feasibility study – projects appraisal methods- product designs network analysis – financial analysis.

### **BLOCK III: INSTITUTIONAL DEVELOPMENTS OF ENTREPRENEURS**

**UNIT 9** Financing Entrepreneur – Institutional finance to Entrepreneurs – role of IDBI –IFCI-ICICI-IRCI-SIDBI-LIC-SFC-TIIC-Commercial banks in financial role.

**UNIT 10** Promoting Enterprise –SSI-Role and growth of SSI – Regulation governing SSI-incentives and concessions - sickness and causes and remedial.

**UNIT 11** Institutional developments of Entrepreneurs- role of DIC –SISI –SIDCO– NSIC- NAYE-KVIC-TCDS-ITCOT and Entrepreneurial guidance bureau - Incentives and subsidies to Entrepreneurs problems and prospectus EDP-for developing women and rural Entrepreneurs- Entrepreneurial motivation.

### **BLOCK IV: ENTREPRENEURIAL CULTURE**

**UNIT 12** Harvesting Rewards: Exit strategies for entrepreneurs, bankruptcy, and succession and harvesting strategy

**UNIT 13** Programmes for Developing Entrepreneurship : Entrepreneurship development programmes – Seed Capital assistance – Capital subsidy - Backward area development schemes – Sales tax concessions – Energy concessions – Recent trends.

**UNIT 14** Entrepreneurial Culture – Entrepreneurial Society – Intrapreneurship. Meaning- Importance – Implication – Need–Types- Scope, Features Management of change-Special Programmes of assistance to Entrepreneurship

### **REFERENCES :**

1. Peter F. Drucker, Innovation are Entrepreneurship.
2. Saravanavel, Entrepreneurship Development.
3. Gupta and Srinivasan, Entrepreneurship Development.
4. N.P. Singh, Entrepreneurship Development N.P. Singh.
5. B.C. Tandon, Environment and Entrepreneurship.
6. Srivastava, A Practical Guide to Industrial Entrepreneurs.

Course Code	Title of the Course
34773	FOREIGN EXCHANGE MANAGEMENT

### Objectives:

- To understand the Foreign Exchange: Concept and Significance
- To analyses the Exchange management system in India

### **BLOCK I: BASICS OF FOREIGN EXCHANGE MANAGEMENT**

**UNIT 1** Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter- bank and Merchant rates –

**UNIT 2** Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market.

**UNIT 3** Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model

**UNIT 4** Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

### **BLOCK II: FEATURES O FOREIGN EXCHANGE**

**UNIT 5** Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates

**UNIT 6** Extension and cancellation of forward contracts – option contracts: Types and mechanism.

**UNIT 7** Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting

**UNIT 8** External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps.

### **BLOCK III: RISK OF FOREIGN EXCHANGE**

**UNIT 9** Economic Exposure risk – Inflating and exchange risk – Meaning- Importance – Implication – Need–Types- Scope, Features Management of change

**UNIT 10** Economic consequences of Exchange rate changes – managing economic exposure risk.

**UNIT 11** Exchange management in India: Fixed and floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts –

**BLOCK IV: IMPACT OF FOREIGN EXCHANGE**

**UNIT 12** Exchange control measures: Need and Forms and relevance

**UNIT 13** Foreign Exchange Reserves of India: Trend, composition and management

**UNIT 14** Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

**REFERENCES:**

1. Multinational Financial Management : Alan C Shapiro
2. ABC of Foreign Exchange : Clare G. Gump
3. Guide to Foreign Exchange Regulations : Krishnamoorthy.S
4. Principles of Foreign Exchange : Chatterjee.A.K.
5. Foreign Exchange – Practice, Concepts and control : Jeevanadam.N.S.
6. Foreign Exchange Management : Rajwadi
7. Rupee Convertibility : BibekDebroi

Course Code	Title of the Course
34774	E-BANKING

**Objectives:**

- To understand basic concepts and Operating systems for E-Banking
- To know the evolution of E-Banking system.

**BLOCK I: BASICS OF E-BANKING**

- UNIT 1** Electronic Banking: Traditional Banking Vs E-Banking-Facets of E-Banking -E-Banking transactions - truncated cheque and Electronic cheque
- UNIT 2** Models for E-banking-complete centralized solution- features-CCS-Cluster approach-Hi tech. Bank with in Bank Advances of E-Banking-Constraints in E-Banking
- UNIT 3** Online Banking: Introduction –concept and meaning-the electronic delivery channels- need for computerization-Automatic Teller Machine(ATM) at home – Electronic Fund Transfer(EFT)-uses – computerization in clearing houses- Telebanking- Banking on home computers –Electronic Money Transfer -uses of EMT.
- UNIT 4** Updating Bank saving accounts –Computer bank branches-Financial Transaction Terminals- (FTT)-E-Cheque-Magnetic Ink Character Recognition (MICR) and Cheques

**BLOCK II: E-BANKING INSTRUMENTS**

- UNIT 5** E-Banking Security- Introduction need for security –Security concepts-Privacy – Survey. Findings on security-Attack-Cyber crimes-Reasons for Privacy
- UNIT 6** Tampering-Encryption –Meaning-The encryption process-may appear as follows - Cryptogram-Cryptanalyst-cryptography-Types of Cipher systems –Code systems-Cryptography-Cipher-Decipher-Jumbling-Asymmetric-Cryptosystem- Data Encryption Standard
- UNIT 7** E-Banking in India-Procedure-Programmes-Components- How to go on net for Online Banking-advantages-Limitations.



**UNIT 8** E-Builder solutions-Digital certificate-Digital Signature &Electronic Signature-E-Security solutions— solutions providers-E-locking technique- E-locking services-Netscape security solutions- Pry Zone

**BLOCK III: BASICS OF SOFTWARE SECURITY**

**UNIT 9** E-software security Internet-Transactions-Transaction security-PKI-Sierras Internet solutions-inc –security devices-Public Key Infrastructure-(PKI)-Firewalls Secure Ledger-(FSL)-Secure Electronic Transaction(SET).

**UNIT 10** Basic concepts of data processing – Binary number system – Octal and hexadecimal – Representation of non-numeric data

**UNIT 11** CPU – Main memory – Peripheral controllers – Peripherals.

**BLOCK IV: TYPES OF SOFTWARE & BRANCH RECONCILIATION SECURITY**

**UNIT 12** Software: Need for software – What is software? Types of software, System Software -Operating systems – language translators -Programming languages.

**UNIT 13** LAN – Local processing with batch updates – Meaning- Importance – Implication – Need for Control –Types- Scope, Features AIMS – Home banking – EFT – MICR.

**UNIT 14** Inter branch reconciliation Security considerations – Accidental damage, power failures and malicious damage .

**REFERENCE BOOKS:**

1. Bajwa K.S., Bank Mechanization, Skylark Publications
2. Srivatsava, Computer Applications in Banks, BTC, RBI
3. Sanjay Soni and Vinayak Aggarwal, Computers and Banking Sultan Chand & Sons.

Course Code	Title of the Course
34781	FINANCIAL MANAGEMENT

Objectives:

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

### **BLOCK I: BASICS OF FINANCIAL MANAGEMENT**

UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.

UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.

UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment

UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

### **BLOCK II: CAPITAL STRUCTURE**

UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.

UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.

UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.

UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

### **BLOCK III: SOURCES OF FINANCE**

UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.

UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance

UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

### **BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY**

UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.

UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

### **REFERENCES**

1. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
2. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
3. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
4. Jeff Madura, International Financial Management, South-Western College Pub., 2010

5. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
6. Khan and Jain, Financial Management ,Tata McGrawHill,2009
7. Pandey I M, Financial Management, Vikas Publishers,2009
8. Sheeba Kapil(2010), Financial Management, Pearson Education.
9. B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

Course Code	Title of the Course
<b>34782</b>	<b>MARKETING MANAGEMENT</b>

**Objectives:**

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

**BLOCK I: BASICS OF MARKETING MANAGEMENT**

UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.

UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.

UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.

UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

**BLOCK II: MARKETING RESEARCH AND PROCESS**

UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.

UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.

UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.

UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

### **BLOCK III: DISTRIBUTION MIX**

UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.

UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

### **BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS**

UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.

UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

### **REFERENCES**

1. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
2. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.

3. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
4. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
5. Memoria & Joshi, Fundamental of Marketing.
6. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
7. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
8. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
9. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
10. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

Course Code	Title of the Course
<b>34783</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>

**Objectives:**

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

**BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM**

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

**BLOCK II: COMMUNICATION USAGE OF MIS**

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.

- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration – On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

**BLOCK III: MIS FUNCTIONS AND FEATURES**

- UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.
- UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.
- UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

**BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS**

- UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.
- UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.
- UNIT 14 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

## REFERENCES

1. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
2. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
3. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
4. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
5. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
6. Sadogopan S, Management Information Systems, 2001PHI.
7. Murdie and Ross, Management Information Systems, Prentice Hall.
8. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
9. Stephen Haag, Management Information Systems, 2008.

Course Code	Title of the Course
34784	PRODUCTION AND OPERATIONS MANAGEMENT

### Objectives:

- To know the basic concept and function of Production and Operation Management
- To understand the Production process and planning

### BLOCK I: BASICS OF PRODUCTION AND OPERATIONS MANGEMENT

UNIT 1 Introduction to Production and Operation functions: Functions of Production Management

UNIT 2 Relationship between production and other functions –Types of Production or Manufacturing systems- Job and Mass production- industrial engineering- Manufacturing engineering- operations research



UNIT 3 Toyota Production System- principles – Models - CAD and CAM- Automation in Production.- Functions and significance

UNIT 4 Capacity and Facility Planning: Importance of capacity planning- Capacity measurement – Capacity Requirement Planning (CRP) process for manufacturing and service industry

**BLOCK II: FACILITY PLANNING AND SELECTION**

UNIT 5 Facility Planning – Location of facilities – Location flexibility – Facility design process and techniques – Location break even analysis.

UNIT 6 Production Process Planning: Characteristic of production process systems – steps for production process.

UNIT 7 Process selection with PLC phases- Process simulation tools- Work Study – Significance – Methods, evolution of normal/ standard time – Job design and rating.

UNIT 8 Plant Layout: meaning – characters -- Importance and function – Objectives – Work Flow patterns - Plant location techniques-types.

**BLOCK III: MRP AND LAYOUT DESIGN**

UNIT 9 Factors for good layout design – REL (Relationship) Chart – Assembly line balancing- Production Planning Control Functions – Planning phase- Action phase- Control phase

UNIT 10 Mixed model line balancing- Aggregate production planning – Plant design optimization-Forecasting methods.

UNIT 11 Material requirement planning (MRP) and control: MRP concept and process – Scope and Functions

**BLOCK IV: STATISTICAL QUALITY CONTROL AND MANAGEMENT**

UNIT 12 Inventory control systems and techniques – JIT and Lean manufacturing- Embedded JIT and MRP - Network techniques.

UNIT 13 Quality Management: Preventive Vs Breakdown maintenance for Quality – Techniques for measuring quality

UNIT 14      Statistical Quality Control: Control charts and Acceptance sampling procedures –Total Quality Management- 6 Sigma approach and Zero Defect Manufacturing.

**REFERENCES:**

1. Mikell P. Groover, Automation, Production Systems, and Computer-Integrated Manufacturing, Pearson, 2007.
2. Amitabh Raturi, Production and Inventory Management, South Western College, 2008.
3. Adam Jr. Ebert, Production and Operations Management, PHI Publication, 1992.
4. Muhlemann, Okland and Lockyer, Production and Operation Management, Macmillan.
5. Buffa E.S, Modern Production and Operation Management, TMH Publications.
6. Monks, Joseph G, Operations Management, Schaum's Outlines
7. Chary S.N, Production and Operations Management, TMH Publications, 2010.
8. Khanna O.P, Industrial Engineering.

<b>Course Code</b>	<b>Title of the Course</b>
<b>34791</b>	<b>INTERNATIONAL ECONOMICS</b>

**Objectives:**

This course introduces undergraduate students to the theory of International Economics and its application to the real world. Upon completion of this course students will be able to:

- Compare alternative theories of international trade
- Analyze and test international trade models
- Evaluate the impact of tariffs and non-tariff barriers
- Estimate the impact of preferential trade arrangements
- Read and analyze the nation's balance of payment
- Understand how a foreign exchange market operates
- Analyze international investment, banking, debt, and risk

- Explain financial crises in emerging economies, their causes and solutions

At the end of the course, students should be able to analyze current international trade issues and critically evaluate the policy options.

### **BLOCK I: BASICS OF INTERNATIONAL ECONOMICS**

- UNIT 1** Introduction: Important issues in international trade - History and present state of world trade flows - Indian trade balance - History of the development of trade theory
- UNIT 2** Theories of International Trade: Absolute and comparative cost advantages theories - Essentials: Ricardo and Comparative Advantage - The Ricardian model of trade - Empirical evidence and policy results
- UNIT 3** Factor Price Equalization and Trade: Hecksher-Ohlin model of trade - Stolper-Samuelson effects - Rybczynski effects; Modern theories – Concepts – principles – process and Different approaches- modern Vs Classical theories – System approach – socio – technology approach and contingency/ situational approach
- UNIT 4** BOT, BOP, Tariff & Non-Tariff: Balance of Trade - Balance of Payments - Tariffs and Non-Tariff Barriers to Trade: Economics of Tariffs - Economics of Quotas - Protection and Imperfect Competition.

### **BLOCK II: INTERNATIONAL PROMOTION MIX**

- UNIT 5** Who Wins and Who Loses from Trade? - The “Specific Factors” model of trade - Redistribution aspect of trade policy - International experience; Terms of trade: Concept- measures – Influencing factors – procedure and techniques.
- UNIT 6** Trade and development: Gains from trade – Trade as a substitute for growth Theory of Immiserating growth – Free trade vs Protection – Trade Barriers.
- UNIT 7** Market Imperfections and Trade: Imperfect Competition and trade - Externalities and protectionism - Empirical evaluation of importance
- UNIT 8** International Factor Movements: International Labor Mobility - International Capital Flows - Multinational Firms and Direct Foreign Investment

### **BLOCK III: MANAGING AND PERSONAL SELLING**

- UNIT 9** Government Intervention in Trade: Welfare arguments - Income Distribution - Optimum Tariff; Exchange Rate: Determinants of Exchange Rate – Fixed Rate Vs Floating Rate systems.
- UNIT 10** International agency for trade and economics: International monetary system – IMF and International liquidity – World Bank and International Economics Development

**UNIT 11** Strategic Trade Policies: Technology and Externalities - Imperfect Competition and Protection

**BLOCK IV: FDI AND PORTFOLIO INVESTMENTS**

**UNIT 12** Development through Trade Policies - Import Substitution and Infant Industry argument - Export-oriented development strategies -The East Asian Miracle? Trade Blocks: NAFTA, ECM, and ASEAN.

**UNIT 13** World Trade Organization & International trade negotiations: Preferential Trading Arrangements, Custom Unions and Economic Integration - Free trade agreements, customs unions - Trade creation vs trade diversion - Trade policy in developing countries: import substitutions, export promotion - International negotiations: GATT, WTO, Doha round.

**UNIT 14** International Capital Flows: FDI and Portfolio Investments: Nature, significance and trend – International Labour migration: types and factors involved – Technology transfer: Need, Issues and Trend.

**REFERENCES:**

1. International Economics: Francis Cherunilam
2. The International Economy: P.T. Ellsworth
3. International economics: C.P. Kindlebergr&Bertil Ohlin
4. International and Interregional Trade: P.H. Lindert
5. The Theory of International Trade: G. Haberler
6. International Economics: J.Sidney Wells
7. International Economics: Ingo Walter

<b>Course Code</b>	<b>Title of the Course</b>
<b>34792</b>	<b>PROJECT FINANCE</b>

**Objective:**

- To understand the process of project finance
- To give knowledge about project appraisal
- To evaluate the financial aspect in project finance

**BLOCK I: BASICS OF PROJECT FINANCE**

*UNIT 1 Project – Meaning and Definition - Stages in a project cycle: Project identification, formulation, evaluation and implementation*

**UNIT 2** Project Consultants: Meaning - Role of consultants in project management – Functions of Project Consultant

UNIT 3 Sources of finance for a project - I: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers.

UNIT 4 Sources of finance for a project – II: Global depository receipts, borrowings from banks and FIs – Venture capital – Innovative instruments in the capital market.

### **BLOCK II: PROJECT FINANCE APPROACHES**

UNIT 5 Project financing – Estimating the total capital requirements – Factors determining the fixed capital and working capital – Judicious financing plan.

UNIT 6 Capital gearing – Matching of requirements with available financial assistance from various sources.

UNIT 7 Process of lending for a project – Pre-sanction appraisal and procedures.

UNIT 8 Appraisal of managerial and technical aspects: Evaluation of managerial skills, past records, Management and working of other group companies evaluation of appropriative technology, availability of raw materials and utilities and safeguards against pollution, effluent disposal/treatment.

### **BLOCK III: EVALUATION AND FINANCIAL ASPECTS**

UNIT 9 Project appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements.

UNIT 10 Evaluation of financial aspects - I: Debt equity ratio, current ratio, debt service coverage ratio, return on investment.

UNIT 11 Evaluation of financial aspects - II: Security margin, internal rate of return and breakeven analysis.

### **BLOCK IV: INDUSTRIAL SICKNESS AND MONITORING**

UNIT 12 Project appraisal – Economic analysis: Economies of scale, employment generation, social cost benefit analysis, contribution to government revenue.

UNIT 13 Political stability, priority and evaluation of international competitiveness. Project monitoring – Post sanction supervision and follow up – Steps to improve recovery.

UNIT 14 Industrial sickness: Warning signals and causes - Rehabilitation of a sick industrial unit– Role of the board for industrial and financial reconstruction (BIFR).

**REFERENCE BOOKS:**

1. B.B. Goel, Project Management: A Development Perspective, Deep and Deep Publications, New Delhi
2. A.K. Sengupta, Bank Credit to Industry, Skylark Publications, New Delhi.
3. Prasanna Chandra, Projects Preparations, Appraisal, Budgeting and Implementation, Tata McGraw Hill, New Delhi.

Course Code	Title of the Course
34793	QUALITY MANAGEMENT

**Objectives:**

- To expose students to various concept of quality management and its applications
- Thread bare understanding of the basic techniques and types of quality management

**BLOCK I: BASICS OF QUALITY MANAGEMENT**

- UNIT 1      Quality: Concepts and Significance: Quality as customer delight – Quality as meeting standards – Actual Vs Perceived quality – Concept of total quality – Design, inputs, process and output.
- UNIT 2      Need for quality – Function of quality – Philosophy of Quality : Old Vs. New – Quality as a problem, as a challenge and as a delight.
- UNIT 3      6 sigma concept- Contributions of Quality Gurus: Juran, Deming and Crosby. Meaning- Importance – Implication – Need--Types- Scope, Features
- UNIT4      Statistical Quality Control: Fundamentals, evolution and objectives – Planning for quality – Quality process.

**BLOCK II: QUALITY SYSTEMS**

- UNIT 5      Statistical Process Control (SPC) and acceptance sampling – Quality Assurance: Vendor Quality - Zero Defect Manufacturing.
- UNIT6      Quality Economics: Quality and Cost – Quality and Productivity- Benefits of Quality – Competition in Quality.
- UNIT 7      Quality as a Competitive Edge- Role of MNCs in emergence of global quality. Meaning- Importance – Implication – Need--Types- Scope, Features
- UNIT8      Quality Systems: Total quality control system Vs. Total quality management system – Total Quality Control (TQC) in Japan, US, Europe.

**BLOCK III: GLOBAL STANDARDS**

- UNIT 9      Elements of TQC – Just in time, SPC, quality circles, quality teams- 6 Sigma Quality approach and process.

- UNIT10 Total Quality Management (TQM): Elements – TQM in global perspective – Global bench marking – Business process reengineering.
- UNIT 11 Global standards – ISO 9000 series – Environmental QS 14000- Quality manual – Barriers to TQM.

#### **BLOCK IV: QUALITY AWARDS**

- UNIT12 Total Quality Management and Leadership: Implementing TQM – Market choices – Meeting customer requirements – Maintaining competitive advantage.
- UNIT 13 Core competence and strategic alliances for ensuring quality – Quality review, recognition and reward.
- UNIT 14 Quality awards: Japanese Deming Award, US Malcolm Baldrige National Quality Award & Indian Golden Peacock National Quality Award.

#### **REFERENCES:**

1. Armond V. Feigerbaum, Total Quality Control, McGraw Hill, 2004.
2. Ron Collard, Total Quality: Success Through People, Jaico, 2006.
3. Juran, Planning for Quality, The Free Press, 1988
4. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
5. Townsend & Gebhardt, Commit to Quality, John Wiley & Sons, 1990.
6. E. David Spong, The Making of a World-Class Organization, ASQ Quality Press, 2008.
7. Suganthi, L, Samuel, A Anand, Total Quality Management, Phi Learning, 2009.
8. Patrick L. Townsend, Joan E. Gebhardt, How Organizations Learn, ASQ QP, 2007.
9. Joel E. Ross, Susan Perry, Total Quality Management: St. Lucie Press, 1988.
10. P.N. Mukherjee, Total Quality Management, PHI, 2006.
11. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
12. Nancy R. Tague, Quality Toolbox, ASQ Quality Press, 2005.
13. George and Weimerskirch, Total Quality Management: 2009
14. Pyzdek and Keller, The Six Sigma Handbook, McGraw Hill, 2009.



Course Code	Title of the Course
34794	GROWTH MANAGEMENT

**Objectives:**

- To become familiar with concept of growth management
- To understand the techniques and types of growth management
- To examining the various levels of growth management
- To handle change and its implications

**BLOCK I: BASICS OF GROWTH MANAGEMENT**

- UNIT 1 Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management ‘SIX-S’ Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance
- UNIT 2 Sinews: Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.
- UNIT 3 Strategizing Growth- Strategic thrusts for Growth- Improvement Strategies (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth
- UNIT 4 Venture Strategies: Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff’s model- McKinsey model- SWOT/TOWS model-

**BLOCK II: ENVIRONMENT AND WARDING OFF ORGANISATION**

- UNIT 5      3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- Choosing the strategic growth choice: Considerations of Internal and External Factors.
- UNIT 6      Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability-
- UNIT 7      Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan –
- UNIT 8      Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

### **BLOCK III: SECURING GROWTH IN DOMAIN**

- UNIT 9      Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner’s model of Crises Induced Growth-
- UNIT 10     Managing Growth fatigue: Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.
- UNIT 11     Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain,

### **BLOCK IV: HARNESSING DIVERSITY AND RAPID GROWTH**

- UNIT 12     Geography & Spread domain and People & Organizational domain- Handling unsought consequences of growth- Turning Risks into Opportunities.
- UNIT 13     Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation-
- UNIT 14     Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

### **REFERENCES**

1. Christopher Meyer, Relentless Growth, Free Press, 1997.
2. Robert Slater, Jack Welch and the GE Way: Management Insights and Leadership, 1999.
3. Richard Leifer, et al, Radical Innovation,HBP, 2000.
4. Peter S Pande, 6 Sigma Way, McGraw Hill, 2000.
5. B Tucker & B Tucker, Driving Growth Through Innovation, Berrett-Koehler, 2002.
6. Jack Trout & Steve Rivkin, Differentiate or Die, John Wiley and Sons, 2008
7. Ram Charan and Noel. M. Tich, Every Business is a Growth Business, Three Rivers Press, 2000.
8. Jennings & Haughton, It's not BIG and eats SMALL... it's FAST that eats SLOW, Harper, 2002.
9. Andrew Lester, Growth Management:Two Hats Are Better Than One, MacMillan, 2009
10. Feigenbaum, A V; Feigenbaum, D. S, The power of management innovation : McGraw-Hill, 2009
11. Timothy George Kotnour, Transforming Organizations,CRC Press 2009.
12. Rodolphe Durand, Organizational evolution and strategic management, Sage, 2006

### **34710A1 - PRODUCT MANAGEMENT**

Objective:

- To know the basic concept Product management.
- To understand the key aspects of product strategy, product development, product lifecycle management
- To comprehend strategy to develop and disseminate products according to need of market.

#### **BLOCK I: BASICS OF PRODUCT MANAGEMENT**

UNIT 1	Product Concept: Product Classification – Product Vs. Service – Product Vs. commodity- Financial Products
UNIT 2	Derivative Products- Product line decisions: Product mix decisions, Product modification, Product differentiation, Product elimination
UNIT 3	New Product Development: Need, risks and uncertainty- Product management organization structure – Role of product managers.
UNIT 4	New Product Development Process: Generation of ideas – Idea screening – Feasibility testing – Concept development and testing – Designing a new product: Factors to be considered

## **BLOCK II: PRODUCT MIX**

- UNIT 5 Standardization Vs Adaptation Vs. Differentiation– Modular design –Reverse engineering - Marketing strategy development – Business analysis – Product development – Test marketing
- UNIT 6 Commercialization – Launching – Success and Failures in launches: New product success and failures in Indian context – Classification of new products.
- UNIT 7 Creativity and Innovation for NPD: Concept and Contours of creativity- Sources of Innovation- New Product Championing-Venture teams in new product development (NPD)
- UNIT 8 Organization for new product development – Top management contribution – 7S framework and its use in NPD – Team working.

## **BLOCK III: BRANDING AND PACKAGING**

- UNIT 9 Product and Branding Positioning: Product Positioning: Concept and Process - Branding Positioning: Product Branding – Brand extension
- UNIT 10 Brand valuation – Brand image and equity – Brand positioning strategies – Packaging – Trends in packaging.
- UNIT 11 Product Life Cycle (PLC): Phases of PLC and features thereof- Functional Management strategies for different phases of PLC

## **BLOCK IV: STRATEGIC AND CANNIBALIZATION MITIGATION**

- UNIT 12 Strategic intervention for PLC management. New product success and failures in Indian context – Classification of new products
- UNIT 13 Product Strategy and Policy: Product Portfolio Strategy – Product Investment and Divestment strategy- Product policy: New product development policy: Product Line consistency,
- UNIT 14 Frequency, Launch time and Cannibalization Mitigation- Product Research – Components and areas of product research.

## **REFERENCES**

1. Crawford and Benedetto, New Products Management, McGraw-Hill, 2010.
2. Kenneth B. Kahn, The PDMA Handbook of New Product Development, Wiley, 2004.
3. Robert G. Cooper, Winning at New Products, Basic Books, 2001.
4. Donald G. Reinertsen, The Principles of Product Development Flow, Celeritas, 2009.

5. RamanujMajumdar, Product Management in India, PHI, 2011
6. John Stark, Product Lifecycle Management: Springer, 2011.
7. Om P Kaushal, Product Management, Lalvani.
8. Dave Littler, Marketing and Product Development, PhilioAlen.
9. SubratoSengupta, Brand Positioning: Strategies for Competitive Advantage, TMH.

## **34710A2 - PROMOTIONAL MANAGEMENT**

Objective:

- To know the basic concept Promotional management.
- To gain knowledge on Promotional management
- The course is designed to develop the student's understanding of the environment for promotional efforts, with special emphasis on understanding the relevancy of consumer motivation and behavior in the promotional strategies of business, public, and social organizations.

### **BLOCK I: BASICS OF PROMOTIONAL MANGEMENT**

UNIT 1      Overview of Promotion Management: Need for Marketing Promotion of Products and Services- Establishing promotional objectives

- UNIT 2      Setting the promotional budget – Techniques used – Promotional decision  
Different Promo-tools - Promotional Mix for New Products and Existing  
Products- Organizing for Promotion
- UNIT 3      Advertising: Importance, scope, benefits and criticisms – Advertising  
objectives – Advertising appropriation – Need, methods
- UNIT 4      Advertising agency – Functions, client – Agency relationships – Indian  
advertising agencies – Role of persuasion in advertising – Copy Development

## **BLOCK II: RESEARCH AND ADVERTISING**

- UNIT 5      Message strategy development and evaluation- Techniques used in producing  
advertisement for print, broadcast and media.
- UNIT 6      Media Management: Media planning and selection – Media strategy – Media  
status in India – Media characteristics
- UNIT 7      Media research – Concept, Application, and Approach - Media Buying - Media  
strategy - Measuring advertising effectiveness-
- UNIT 8      Public Relations and Publicity (PR &P): Public relations – Role, types of  
publics, process – Tools of public relations – Publicity – Institutional  
advertising

## **BLOCK III: MARKETING AND PROMOTIONS**

- UNIT 9      Direct marketing – Importance, techniques used relevance in Indian context –  
Event marketing- Role of PR&P in Corporate Image Building.
- UNIT 10     Sales promotion and Personal Selling/Salesmanship: Concept and Need for  
Sales promotion- Distinction between Sales Promotion and Advertisement-  
Sales promotion measures aimed at Consumer, Trade and Sales Force  
promotion
- UNIT 11     Personal selling or Salesmanship– Characteristics of Personal selling- Sales  
force management

## **BLOCK IV: RECRUITMENT AND EVALUATION**

- UNIT 12     Recruiting, Selecting, Training, Performance appraisal – Territory structuring –  
Trends in personal selling.

UNIT 13 Promotional Program Evaluation: Comparison and Contrast of Advertising, Publicity, Sales promotion and Personal selling – Evaluation of Promotional Measures: Bases for Promotional Evaluation

UNIT 14 Process of Evaluation – Regulations of promotions – Legislations, relevance to society – Social responsibility – Promotion and women – Promotion and children – Ethics in promotion.

#### REFERENCES

1. George Belch and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill, 2011.
2. Govani et-al, Promotional Management, PHI.
3. Russell and Vernill, Advertising Procedure, Prentice Hall.
4. Chunawala et-al, Foundation of Advertising Theory and Practice, 1995
5. Aakar, Batra and Myers, Advertising Management, PHI, 2003.
6. Gelder and Woodcock, Marketing & Promotional Strategy, Nelson Thornes, 2003.
7. James F. Engel, et al, Promotional Strategy: Managing the Marketing Communications Process, McGraw Hill, 1994.

### **34710A3 - MARKETING OF SERVICES**

Objective:

- To know the basic concept marketing services.
- Articulate the role and importance of the service sector in the global economy.
- Comprehend the differences between services and physical goods and to understand how these differences translate into strategic direction.

## **BLOCK I: BASICS OF MARKETING OF SERVICES**

- UNIT 1 Services: Concept of Services- Definition, characteristics, classification – Service Vs Product – Service Marketing planning process
- UNIT 2 Essentials of Service Marketing- Services Market Segmentation: Meaning – Process – Bases and purpose of market segmentation-
- UNIT 3 Vision and Mission in Service Marketing– Service Marketing planning process.- strategic approaches – Levels of management approaches.
- UNIT 4 Services Positioning and Differentiation: Evolution of positioning – Positioning and services – Levels of positioning

## **BLOCK II: MARKETING MIX**

- UNIT 5 Process of positioning – Importance of positioning- Considerations in Positioning – Re-positioning.
- UNIT 6 Services Marketing Mix: Marketing mix elements – The 7Ps- Service Product – Pricing the service – Service location and channels
- UNIT 7 Promotion and communication of services – Processes – Physical evidence – Developing a marketing mix strategy.
- UNIT 8 Marketing strategy formulation – Resource allocation and monitoring – Marketing planning and services.

## **BLOCK III: PROMOTIONAL AND PRICING MIX**

- UNIT 9 Customer-focused Services: Customer Expectations of service product- Service quality and marketing – Intangibles in Intangibles
- UNIT 10 Improving service quality – Customer retention -Relationship Marketing - Service Marketing Strategy.
- UNIT 11 Experiential Services Marketing: Tourism Service marketing – Hotel Service marketing — Hospital services marketing

## **BLOCK IV: MARKETING AND MAINTENANCE**

- UNIT 12 Education service marketing- Entertainment/Recreational Service Marketing.- Scope – Challenges – pitfalls of execution.
- UNIT 13 Encounter Services Marketing: Bank marketing – Insurance marketing — Telecommunication services marketing



UNIT 14      Consultancy services marketing – Transport Service Marketing.- Functions – uses – characters – legal barriers – business scope.

#### REFERENCES

1. Lovelock, and Wirtz, Services Marketing, Prentice Hall, 2010.
2. Adrian Payne, Services Marketing, PHI, 1993.
3. Helen Woodruffe, Services Marketing, Macmillan, 1995.
4. Jha S.M, Services Marketing, Himalaya, 2002.
5. Sinha P.K and Sahoo S.C, Services Marketing, Himalaya.
6. Valarie Zeithaml, et al, Services Marketing, McGraw hill, 2004.

### **36041 - INTERNATIONAL MARKETING**

Objective

- To know the basic concept International marketing.
- To gain an insight on international marketing strategies.
- To comprehend the international marketing in current era

## **BLOCK I: BASICS OF INTERNATIONAL MARKETING**

- UNIT 1      Marketing Concept and Functions – Marketing Environment and system – Meaning- Features- Objectives
- UNIT 2      Marketing Concepts: Marketing Mix – Product Mix – Product strategies – New Product Planning and Development - Market segmentation – Product positioning – Product Life Cycle concept in global market context
- UNIT 3      International Marketing Approaches: Ethno, Poly, Regio and Geo Centric approaches - International dimensions of Marketing – Meaning- Features- Objectives- Nature and Scope
- UNIT 4      International Marketing Channels - Distribution mix – Direct and indirect channels – Types of intermediaries in the international market – Channel Development – Channel Adaptation – Channel decisions. International

## **BLOCK II: MARKETING BEHAVIOUR AND FEATURES**

- UNIT 5      Consumer Behavior in the international context – Consumer Decision making process - Consumer Behavior – Theories and Models – Meaning- Features- Objectives- Nature and Scope
- UNIT 6      Marketing Mix – Product Mix – Product strategies – New Product Planning and Development – Market segmentation
- UNIT 7      Product positioning – Product Life Cycle concept in global market context – Product standardization Vs product adaptation – National vs International Product
- UNIT 8      Marketing of services – Brand decisions – Packaging. – . Meaning- Features- Objectives- Nature and Scope

## **BLOCK III: PROMOTION AND PRICE MIX**

- UNIT 9      Price mix – Pricing decisions – pricing strategies – dumping – . Meaning- Features- Objectives- Nature and Scope

- UNIT 10      International transfer pricing – Countertrade – price quotation – financing and payment - financing and payment – Credit system.
- UNIT 11      Promotion mix – Personal selling – publicity – sales promotion – Overseas product exhibitions & trade fairs - Advertising – Advertising media – International Advertising.

#### **BLOCK IV: MIS AND CHANNEL DEVELOPMENT**

- UNIT 12      MIS & Communication medium: Marketing Information System - Integrated Marketing Communications and International Advertising
- UNIT 13      Distribution mix – Direct and indirect channels – Types of intermediaries in the international market
- UNIT 14      Channel Development – Channel Adaptation – Channel decisions - International Marketing Information System and Research.

#### **REFERENCES:**

1.      International Marketing, Analysis & Strategy : SakOnkvisit& John J Shaw
2.      Global Marketing Management : Keegan
3.      Marketing Analysis, Planning & Control : Philip Kotler
4.      Fundamentals of Marketing : Stanton
5.      International Marketing : Philip R. Catero
6.      International Marketing : Kirpalani .V.H.
7.      Marketing, an Environmental approach : Kerr, John.R. & others.
8.      Marketing in the International Environment : Edward Cundiff& M.T. Hilger.

## **34710B1 - MANAGEMENT OF FUNDS AND ASSETS**

### Objectives:

- To know about business capitalization
- To identify the techniques in Fund management

### **BLOCK I: BASICS OF MANGEMENT OF FUNDS**

- UNIT 1      Meaning and importance of funds: Concept of funds- Types and features of funds- Sources of Funds: Short term finance, Medium term finance and Long term finance.
- UNIT 2      Effective Mobilization and allocation of funds - Consequences of mal-mobilization and misallocation of funds – Organizing for funds management – Relationship with other function.
- UNIT 3      Role of financial systems in Mobilization and Allocation of funds – Barometer of business conditions – Causes and Consequences.
- UNIT 4      Considerations in Fund Allocation: Allocation of funds to most profitable opportunity – Development of profitable opportunity and evaluation – Methods of evaluation.

### **BLOCK II: RISK RETURN ANALYSIS**

- UNIT 5      Business Capitalization- Assessment of funds for fixed assets – ROI, PBP, ARR, IRR considerations- considerations of risks and uncertainty – Management of risks.
- UNIT 6      Capital rationing and its impact on financial planning-Treatment of inflation in capital budgeting – Tools for capital budgeting.
- UNIT 7      Considerations in fund Mobilization: Capital Market conditions- Interest rate scenario- Global financial contours- Variety of Instruments: Shares, Bonds and Debentures - Cost of floatation.

UNIT 8 Cost of Capital- Meaning and Definition -Agency and Bankruptcy costs- Explicit and Implicit costs- Tax treatment - Relationship with financial Institutions.

### **BLOCK III: COST AND CAPITAL STRUCTURE**

UNIT 9 Capital structure Decisions: Types of capital structures – Capital structure and Asset structure match - Liquidity, Solvency, Flexibility, Value impact and Risk considerations.

UNIT 10 Interest coverage, debt capacity and Debt service coverage considerations– Leverage aspects- Acquisition for specific allocation- Optimum capital structure.

UNIT 11 Leasing: Need for Lease - Types of Leasing- Operating and financial lease, Domestic Lease and International Lease, Open ended lease and close ended lease - Capital Leases - Evaluation of cash flows of leasing and buying alternatives.

### **BLOCK IV: FCCB's AND MNC's**

UNIT 12 Venture capital: Meaning, Venture financing options- Pros and cons – Venture capital industry in India – Origin and Growth.

UNIT 13 International financing and investment: International Financing Equity and Debt instruments: GDRs, ADRs, ECBs, FCCBs, Syndicated Loans- Finance from Multilateral financing institutions.

UNIT 14 Financing via MNCs- Domestic sources vis-à-vis international sources- Investing abroad: Opportunities- Considerations- Risk-Return – Foreign currency risk management.

### **REFERENCES**

1. Eugene F. Brigham, Financial Management: Theory and Practice (Harcourt) 2005.
2. Jeff Madura, International Financial Management, South-WesternCollege Pub., 2010.
3. F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Thomson, 2009.
4. Alan C. Shapiro, Multinational Financial Management, Wiley, 2008.
5. Kuchal, S.C, Financial Management, Chaitanya, Allahabad, 1992.

6. Prasanna Chandra, Financial Management, 2007.

## **34710B2 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Objective:**

- To expose students in investment analysis concept
- To know the various approaches in portfolio management

### **BLOCK I: BASICS OF INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

- UNIT 1 Investment: Investment Concepts and Goals – Types of investment – Financial – Real, business, Personal and Institutional investments.
- UNIT 2 Comparison of investments, speculation, gambling – Hedging – Concepts of portfolio and portfolio management – Goals – Risk and return trade off.
- UNIT 3 Financial investment avenues – Fixed income Securities– Varying income securities – Derivative Instruments: Options, Swaps, Forward, Futures.
- UNIT 4 Investment Analysis: Aspects of Analysis – Return analysis – Concepts, measures and computation of return of individual security and portfolio.

### **BLOCK II: RISK ANALYSIS**

- UNIT 5 Risk analysis: Concepts, types, measure, computation of risk of individual security and portfolio – Valuation analysis – Share valuation – Bond value – Price earnings analysis.
- UNIT 6 Approaches to Investment Analysis: Fundamental analysis – Concept and components – Tools of economy analysis.
- UNIT 7 Industry and company analysis - I – Technical analysis – Concept and tools – Assumption – Theories – Dow theory – Contrary opinion.
- UNIT 8 Industry and company analysis – II: The confidence index, breadth of market and strength analysis – Moving average analysis – Chart patterns.

### **BLOCK III: CAPITAL ASSET ANALYSIS**

- UNIT 9 Portfolio Construction and Choice: Markowitz diversification – Efficient frontier – Risk-return indifferent curves.
- UNIT 10 Portfolio choice – Sharpe's Single and two factorial models – Lagrange multiplier method.
- UNIT 11 Capital Asset Pricing Model: Assumptions and application – Capital market line and security market line

## **BLOCK IV: PORTFOLIO AUDIT ANALYSIS**

UNIT 12      Efficient market hypotheses - The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.

UNIT 13      Portfolio Performance: Measures: Sharpe, Treynor and Jensen.

UNIT 14      Portfolio audit and Portfolio revision – Need and methods – Formula plans.

### **REFERENCES**

1. Jack Clark Francis, Management of Investments, McGraw Hill, 1993
2. Frank J. Fabozzi and Harry M. Markowitz, Theory and Practice of Investment Management, Wiley, 2011.
3. Frank K. Reilly and Keith C. Brown, Investment Analysis and Portfolio Management, Thomson, 2008.
4. Preeti Singh, Investment Management, HPH, 2006.



### **34710B3 - FINANCIAL SERVICES AND INSTITUTIONS**

Objective:

- To identify the various concepts of financial services
- To know the function of financial institutions

#### **BLOCK I: BASICS OF FINANCIAL SERVICES AND INSTITUTIONS**

- UNIT 1 Financial Services: Concept, Functions, Characteristics and scope of financial services – Functions of Indian financial system – Financial Instruments – Types – Pros and Cons
- UNIT 2 Merchant Banking: Meaning – Importance and Need - Functions concerning public and private placement of capital issues.
- UNIT 3 SEBI regulations regarding lead managers and merchant banking functionaries – Inspection by SEBI.
- UNIT 4 Mutual Fund Services – Definition – Features, need and scope – MFs in India: Types of scheme: Features, Merits and Demerits – Performance Evaluation of Mutual Fund.

#### **BLOCK II: CREDIT RATING**

- UNIT 5 History of Indian Mutual Fund Industry and Recent Developments – Regulations regarding mutual funds in India.
- UNIT 6 Credit Rating: Objectives, Importance of Credit rating – Institutions: CRISIL – ICRA - CARE – Rating Process.
- UNIT 7 Factors contributing to the success of the rating system - Debt and deposit rating equity rating procedures
- UNIT 8 Reading different grades of rating – International credit rating institutions – Functions of rating agencies.

#### **BLOCK III: UTI AND LIC FEATURES**

- UNIT 9 Role of UTI and LIC as investment institutions – Portfolio management services
- UNIT 10 Concept and need – Services of NBFC to investors.
- UNIT 11 Development Financial Institution – Role, functions of IDBI, IFC, ICICI and IRBI.

#### **BLOCK IV: PRIVATE BANKING FUNCTIONS**

- UNIT 12 RBI – Functions, role and management of gilt securities market – Regulatory measures.

UNIT 13      Stock Exchanges: Role and organizations of BSE and NSE – OTCEI – SEBI and stock exchange – Investor information and education.

UNIT 14      Role of SEBI – Role of investor association and investment consultancies – Indian and Global Scenario.

**REFERENCE BOOKS:**

1. Raghunathan V, Stock Exchanges and Investments
2. Avadhani V, Security Market
3. Varma, Merchant Banking

## **34710B4 - INTERNATIONAL FINANCE**

### **Objective:**

- To identify the various concept of International finance
- To know the function of International finance

### **BLOCK I: BASICS OF INTERNATIONAL FINANCE**

**UNIT 1** Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter bank and Merchant rates –

**UNIT 2** Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market.

**UNIT 3** Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model –

**UNIT 4** Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

### **BLOCK II: FOREIGN EXCHANGE RISK MANAGEMENT**

**UNIT 5** Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates

**UNIT 6** Extension and cancellation of forward contracts – option contracts: Types and mechanism.

**UNIT 7** Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting

**UNIT 8** External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps.

### **BLOCK III: EXCHANGE MANAGEMENT IN INDIA**

**UNIT 9** Economic Exposure risk – Inflation and exchange risk –

**UNIT 10** Economic consequences of Exchange rate changes – managing economic exposure risk.

**UNIT 11** Exchange management in India: Fixed and floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts –

### **BLOCK IV: FOREIGN EXCHANGE RESERVES OF INDIA**

**UNIT 12** Exchange control measures: Need and Forms and relevance –

**UNIT 13** Foreign Exchange Reserves of India: Trend, composition and management –

**UNIT 14** Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

**REFERENCES:**

1. Multinational Financial Management : Alan C Shapiro
2. ABC of Foreign Exchange : Clare G. Gump
3. Guide to Foreign Exchange Regulations : Krishnamoorthy.S
4. Principles of Foreign Exchange : Chatterjee.A.K.
5. Foreign Exchange – Practice, Concepts and control : Jeevanadam.N.S.
6. Foreign Exchange Management : Rajwadi
7. Rupee Convertibility : BibekDebroi

## 34710C1 - LABOUR LEGISLATIONS – I

Objective:

- To know the basic concept of labour legislations .
- To gain knowledge about the labour act

### ***BLOCK I: BASICS OF LABOUR LEGISLATIONS - I***

*UNIT 1 Factories Act, 1948: Provision's relating to health, safety, welfare, working hours, leave etc., of workers approval*

UNIT 2 Licensing and registration of factories, manager and occupier – Their obligations under the Act, powers of the authorities under the Act, Penalty provisions.

*UNIT 3 Workmen's Compensation Act, 1923: Employer's liability for compensation, amount of compensation method of calculating wages – Review*

UNIT 4 distribution of compensation – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

### **BLOCK II: INDUSTRIAL DISPUTE AND UNFAIR PRACTICES ACT**

UNIT 5 Industrial Dispute Act, 1947: Industrial dispute – Authorities for settlement of industrial disputes – Reference of industrial disputes

UNIT 6 Procedures – Power and duties of authorities, settlement and strikes – Lock-out – Lay-off – Retrenchment – Transfer and closure

UNIT 7 Unfair labour practices – Miscellaneous provision offences by companies, conditions of service to remain unchanged under certain circumstances, etc.

*UNIT 8 Shops and Establishments Act, 1947: Definitions – Salient provisions – Powers of the authorities.*

### ***BLOCK III: EMPLOYEES WELFARE INSURANCE ACT***

*UNIT 9 Employee's State Insurance Act, 1948: Registration of Factories and Establishments, the employee's State Insurance Corporation, Standing Committee and Medical Benefit Council, provisions relating to contributions*

UNIT 10 Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

*UNIT 11 Employees Provident Fund and Miscellaneous Provisions Act, 1952: Employees provident fund and other schemes*

**BLOCK IV: EXEMPTION RELATING TO THE ACT**

UNIT 12 Determination and recovery of money due from employer, appointment of inspectors and their duties

UNIT 13 Provisions relating to transfer of accounts and liability in case of transfer of establishment exemption under the Act –

UNIT 14 Contract Labour Regulations and Abolition Act, 1970 ,Count’s power under the act - employer and employee relationship – Problems – pertaining to the employee – solvation at door steps.

**REFERENCES :**

1. Bare Acts
2. Kapoor N D, Industrial Law
3. Shukla M C, Industrial Law
4. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

## **34710C2 - HUMAN RESOURCE DEVELOPMENT**

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE DEVELOPMENT**

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: EXECUTIVE DEVELOPMENT &EMPLOYEE COMPENSATION**

- UNIT 5 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 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors

- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization
- UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

### **BLOCK III: EMPLOYEE RETENTION AND MANAGING CAREERS**

- UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry
- UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.
- UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

### **BLOCK IV: HUMAN RESOURCE INFORMATION SYSTEM**

- UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment
- UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management-Separation: Need and Methods.
- UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.



## REFERENCES

1. Mathis and Jackson, Human Resource Management, South-Western College, 2004.
2. Nkomo, Fottler and McAfee, Human Resource Management, South-Western College, 2007.
3. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
4. Venkataraman & Srivastava, Personnel Management & Human Resources
5. Arun Monappa, Industrial Relations
6. Yodder & Standohar, Personnel Management & Industrial Relations
7. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984
8. Pigors and Myers, Personnel Administration
9. R.S. Dwivedi, Manpower Management
10. Lynton & Pareek, Training and Development, Vistaar Publications, 1990.

### **34710C3 - INDUSTRIAL RELATIONS MANAGEMENT**

#### Objective:

- To gain knowledge about the trade unions
- To know the basic concept of industrial relations management

#### **BLOCK I: BASICS OF INDUSTRIAL RELATIONS MANAGEMENT**

- UNIT 1 Constitution of India – Salient features – Fundamental rights and directive principles of State policy – Labour movement
- UNIT 2 Concept of labour movement and Union Organization – Trade union movement and various phases of the movement – Trade unions and economic development.
- UNIT 3 Development of Trade Unionism in India – Historical retrospect – Central organization of workers in India – Role of internal trade union
- UNIT 4 Inter and intra union rivalries – Union recognition – International Labour Movement: ICFTU – WFTU – ILO – History

#### **BLOCK II: IR MACHINERY AND LABOUR**

- UNIT 5 objective and functions – Convention and recommendations – PCR rights and duties – functions - problems - Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes

- UNIT 6      Concept of Industrial Relations – Social obligations of industry – Role of government employers and the unions in industrial relations
- UNIT 7      Industrial relations machinery – Joint consultation – Works committee – Negotiation: Types of Negotiations – Conciliations
- UNIT 8      Adjudication, voluntary arbitration – Workers participation in industry – Grievance procedure.

**BLOCK III: COLLECTIVE BARGAINING PROCESS**

- UNIT 9      Process of collective bargaining – Problems and prospects – Bipartisan in agreements – Code of conduct and code of discipline –
- UNIT 10     Wage boards – Reports of wage boards – Management of strikes and lockouts – measures to stop strikes and lock outs Disputes – Impact – Causes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.
- UNIT 11     Employee safety programme – Types of safety organization – functions – implications – features - Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

**BLOCK IV: WELFARE SAFETY COMMITTEE**

- UNIT 12     Safety committee – Ergonomics – Damage control and system, safety – insurance – grievance redressal.
- UNIT 13     Employee communication – House journals – Notice boards suggestion schemes – upward communication, personnel counselling and mental health –
- UNIT 14     Educational and social development – modern trends – employee education – NGC .Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications

**REFERENCE**

1. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
2. ArunMonappa, Industrial Relations, Tata McGraw Hill, New Delhi.
3. Michael V P, HRM and Human Relations, Himalaya Book House, Mumbai.

4. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
5. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws. Tata McGraw Hill. 2012

#### **34710C4 - GLOBAL HUMAN RESOURCES MANAGEMENT**

Objective:

- To understand the basic concept of Human Resource Management.
- To gain knowledge on GHRM

#### **BLOCK I: BASICS OF GLOBAL HUMAN RESOURCES MANAGEMENT**

UNIT 1 Nature and scope of International Human Resource Management (IHRM)- approaches to HRM-differences between domestic HRM and IHRM. Human Resources management: Overview of operative functions – Recruitment – Selection – Integration – Compensation

UNIT 2 Training for development and separation – Challenges and opportunities of globalising HR. Human resource planning in IHRM- recruitment and selection- issues in staff selection of expatriates.

UNIT 3 Global HR Recruitment and Selection: Home – Host – Third country nations – Selection criteria for global assignments

## **BLOCK II: GLOBAL HR INTEGRATION & COMPENSATION PROCESS**

UNIT 4 Global HR - Election process – Challenges of global placements – current scenario.

UNIT 5 Global HR Integration Process: Process of integration – Motivation and team in HR – Cultural adoptability vis-à-vis Individuality

UNIT 6 Managing cross-cultural diversities – Multiculturalism – Organisational culture of MNCs – Experiences of best run companies.

UNIT 7 Global HR Compensation Process: Direct and indirect compensation – procedure – wage linked performance

UNIT 8 International compensation – Pay for performance – Executive incentive pay – Pay differences – Causes and consequences

## **BLOCK III: GLOBAL HR TRAINING AND DEVELOPMENT PRACTICE**

UNIT 9 Compensation structure in MNCs – types – WTO – IBRD – Implications = problems Training and development -expatriate training-developing international staff and multinational teams. Brain drain and brain bank.

UNIT 10 Global HR Training and Development Practice: Relevance of training and development Compensation-objectives of international compensation approaches of international compensation.

UNIT 11 Area of training – Types: Standard Vs Tailor made training – Cultural assimilations and other approaches

## **BLOCK IV: HR RELATIONS MANAGEMENT**

UNIT 12 Impact of different learning styles on training and development – Leadership training-Key issues in International relations-strategic choices before firms-strategic choices before unions-union tactics

UNIT 13 HR Relations Management: Labour relations in the international area – Relationship between employer and employee

UNIT 14 US, Japanese, UK, European approaches to labour relations –Role of strategic management of international labour relations-Issues and Challenges of IHRM.

REFERENCE BOOKS:

1. Venkataraman C.S &Srivatsava B.K ‘Personnel Management and Human Resources, Tata Mcgrew Hill, New Delhi.
2. Prasad, L.M, Human Resource Management, SulleyChend& Sons, New Delhi.
3. Edwin Flippo, Personnel Management.
4. Memoria, CB, Personnel Management, Himalaya Publishing House, Mumbai.

**34710D1- OFFICE AUTOMATION**

**Objective:**

- To understand the basic and introduction of computing
- To gain the knowledge with application programs

**BLOCK I: BASICS OF OFFICE AUTOMATION**

UNIT 1 Introduction: Basics and Evolution of Computing – Hardware and Software Aspects – Modern IT accessories- System Software, Operating Systems, and Application Softwares.

- UNIT 2 Introduction to Network: Setting – LAN and WAN, Internet and Intranet- Information Needs of Business and IT support – Impact of IT on Business Excellence.
- UNIT 3 Windows: Working with windows elements –Windows Desktop – View Drives with My Computer - Managing files with Windows Explorer – Working with multiple windows
- UNIT 4 Office Shortcut Bar – Start and Exit Office application – Menu Commands – Toolbars – Dialog boxes – Getting help in MS-Office – Creating, Opening, Saving Files.

### **BLOCK II: WORKING WITH MS OFFICE**

- UNIT 5 Working with Microsoft Office Suite: MS Word – Creating, Opening, Saving and Formatting Documents - Headers and Footers - Spell Checking -Mail Merge- Printing a document – Print preview – Page Orientation - Zoom in and Zoom out pages
- UNIT 6 Working with Spread Sheets: MS Excel – Tables – Formulas and Functions – Data Analysis using excel – Linking Work Sheets and Work Books – Charts – Macros Forms – Pivot Tables.
- UNIT 7 MS Power Point: Creating a Power Point Presentation (PPT) Using Slide Master, Animation and Graphics in PPT - View Slide Show – Handouts.
- UNIT 8 MS Access – Creating and Modifying Data Bases – Report Generation – Linking Access Files with Excel Files. MS: Project: Creating Project Design, Schedules, PERT / CPM Charts and Reports.

### **BLOCK III: INTERNET AND E-BUSINESS**

- UNIT 9 Internet and E-Commerce: E-Mail Etiquette - Usages of Search Engines and Portals –Website and Web Based E-mail, FTP and Net Meeting – WiFi Environment in Modern Offices- E- advertisements
- UNIT 10 Basic Models of E-Business: Business to Business (B2B), Business to Customer(B2C), Customer to Customer (C2C) and Mobile Commerce (M-Commerce)
- UNIT 11 Buying and Selling through Internet: E-Payment and Electronic Fund Transfer – E-ticketing – IT for Supply chain- online shopping.

## **BLOCK IV: EDI AND ERP**

- UNIT 12      Payment Gateway and Security Systems – On-line Stores – E-banking- Internet Banking –Mobile Banking- Smartcards and Plastic Money.
- UNIT 13      Electronic Data Interchange (EDI) - Enterprise Resource Planning System (ERP) - Data Mining- Data Warehousing- Big Data Analytics-Teleconferencing.
- UNIT 14      Online office suite- Paperless Office - Telecommuting or Telework- Virtual Team- Virtual Business – Cashless Office – E-transactions.

## REFERENCES

1. Vijayaraghavan. G., Computer Applications for Management, 1st Edition (2006), Himalaya Publishing Company.
2. Rayudu, C.S., E-Commerce and E-Business, 1st Edition (2004), Himalaya Publishing Company.
3. Agarwala, N. Kamlesh, Business on the Net, Macmillan Publishers
4. George Reynolds, Information Technology for Managers, Course Tech., 2009.
5. Shelly, Cashman and Vermaat, Microsoft Office 2007, Course Tech., 2007.
6. Shelly and Vermaat, Discovering Computers, Course Tech., 2010.
7. Brown, DeHayes, et al, Managing Information Technology, Prentice Hall, 2011.

## **34710D2- INTERNET PROGRAMMING AND WEB DESIGN**

### Objectives

- To understand the basics of internet programming
- To gain knowledge on internet programming languages.

### **BLOCK I: BASICS OF INTERNET PROGRAMMING**

- UNIT 1 An overview of internet programming – web system architecture- internet – intranet – LAN – MAN –WAN-Domain Name System - Name Server Concepts - Resolver
- UNIT 2 Internet Protocols : Finger user information protocol - Internet E-mail - Mail Transfer Protocol - File Transfer Protocols - Managing Data - Tele net - HTTP - HTTP client Requests & response - URI - URLs - HTTP methods - Programming the WEB - Creating Web Server.
- UNIT 3 WWW design issues – Network Security - Encryption – Decryption - Developing Intranet applications. Internet at Home - Entertainment on the Internet - Television and the Net, Movies and Music - At Office : Electronic Commerce - Shopping on the internet, Doing Business, Finding Job - At School :
- UNIT 4 Internet Programming Languages: Java –Common Gateway Interface (CGI) - PERL: Strawberry Perl or Active Perl – Microsoft Internet implementation.

### **BLOCK II: INTERNET MARKUP LANGUAGES**

- UNIT 5 Java basics – Object Oriented Programming Principles - Java Classes and Objects - I/O streaming – concept of streams –stream classes – byte stream classes – character Stream - files
- UNIT 6 Client/server programs – Looking up Internet Address - Socket programming - E-mail client – SMTP - POP3 programs – web page retrieval –protocol handlers – content handlers - Remote Method Invocation.
- UNIT 7 Applets –How applets differ from Applications – preparing to write applets – Building Applet Code – Applet life cycle – creating an Executable Applet – Designing a Web Page – Applet Tag – Adding Applet to HTML file – Running the Applet image handling
- UNIT 8 Internet Markup Languages: HTML & SGML: Introduction- Basic HTML- Formatting and Fonts- Commenting Code- Anchors- Backgrounds- Images- Hyperlinks- Lists- Tables- Frames- simple HTML Forms-XHTML



### **BLOCK III: VB SCRIPT AND EVENT**

- UNIT 9 DHTML /CSS : Netscape extensions – Microsoft internet explorer – Only HTML tags – Shockwave and Lingo- Dynamic HTML – introduction – cascading style sheets.
- UNIT 10 Internet Scripting Languages: Java Script – Java Script Event driven programming - VB Script – VB Event driven programming - Other Scripting languages
- UNIT 11 ActiveX Controls: Creating an ActiveX control to activate a Web Page – VDO Live Technology – Creating Netscape Navigator Plug-ins

### **BLOCK IV: GRAPHICS DESIGN**

- UNIT 12 Application Development: Introduction - Pulling web information – Creating a custom integrated application with multiple protocols.
- UNIT 13 Web Graphics: Introduction - A graphic view of web – Essay web graphics – Working with Images and Hyperlinks – Adding graphics to web pages
- UNIT 14 Graphics Design : Introduction – Web Site and page design – Framing your graphics – Dynamic graphics – Animation fundamentals.

### **REFERENCES**

1. Ralph Moseley, Developing Web Applications, Wiley publication.
2. Krishnamoorthy R and Prabhu S., Internet and Java Programming, New Age International Publishers, 2004.
3. Thomno A. Powell, The Complete Reference HTML and XHTML , TMH, 2003.
4. Naughton, The Complete Reference – Java2, Tata McGraw-Hill, 3rd Edition, 1999.
5. Powell, HTML: The Complete Reference, Tata McGraw Hill, 1998.
6. Tom Negrino and Dori Smith, JAVA script for World Wide Web.
7. Bob Breedlove et-al, Web Programming Unleashed, Sams Net Publ., 1996.
8. Ron Wodaski, Web Graphics Bible, Comdex Computer Publ., 1997
9. Young, Internet -Complete Reference, TMH, 1998.
10. Fred Halsall , Lingana Gouda Kulkarni, Computer Networking and the Internet, Pearson.

## **34710D3- MULTIMEDIA AND APPLICATIONS**

Objective:

- To understand the need, benefits and problems of Multimedia
- To gain knowledge on media types and video compression technique

### **BLOCK I: BASICS OF MULTIMEDIA APPLICATIONS**

UNIT 1 Multimedia in Use and Technology: Introducing multimedia – Multimedia definition –Need , benefits and problems

UNIT 2 Multimedia System components – Introduction - Multimedia platforms – Multimedia Development tools – Flash – Director – Studiomax – Multimedia Authoring tools

UNIT 3 Multimedia Cross platform compatibility – Introduction - multimedia Commercial tools – Multimedia Standards.

UNIT 4 Media Types: Introduction - Non-temporal – Text, image, graphics – Temporal - Analog, digital audio/video, music, animation, other media types

### **BLOCK II: VIDEO AND MPEG STANDARDS**

UNIT 5 Multimedia Extended images, Introduction - Multimedia digital ink fundamentals, Multimedia speech audio overview.

UNIT 6 Multimedia data compression: Types of compression color, gray scale and still video image compression video image compression audio compression .Digital Video and Image Compression: Introduction - Evaluating a compression system – Redundancy and visibility

UNIT 7 Video compression techniques – Introduction - Image compression standards – Data and file formats: RTF TIFF RIFF, MIDI, JPEG, AVI video file formats, MPEG standards.

UNIT 8 Multimedia I/O technologies: Pen input Video and Image display systems Print output technologies image scanners digital voice and audio digital camera Video images and animation full motion video.

### **BLOCK III: MULTIMEDIA ENVIRONMENT**

- UNIT 9      Multimedia storage and retrieval technologies: Introduction - Optical media - hierarchical storage management - cache management for storage systems.
- UNIT 10     Object Oriented Multimedia: Introduction - Objects, Classes and related items – Multimedia Frameworks: Overview – Multi Media classes, Introduction - Transform classes, Format classes, Component classes.
- UNIT 11     Multimedia Environments: Introduction - The Compact Disk CD family, CD-I Overview – Media types – Media organization

### **BLOCK IV: MULTIMEDIA VISUALLY COUPLED SYSTEM**

- UNIT 12     Architecture and operations, Applications: Media in real world – Multimedia on networks – Training and education.
- UNIT 13     Virtual Reality: Introduction : Intelligent Multi Media System- Multimedia Desktop Virtual Reality (VR) Multimedia VR operating system - Introduction - Virtual Environment Display and Orientation making.
- UNIT 14     Multimedia visually coupled system requirements – Introduction – Multimedia Intelligent Virtual Reality software systems.

### **REFERENCES**

1.      JuidthJeffcoate, Multimedia in Practice: Technology and Application, Better World Books Ltd, 2008.
2.      Prabhat K. Andleigh, KiranThakrar, Multimedia Systems Design , PHI 2002
3.      Simon J Gibbs and Dionysion C Tsihrikzis, Multimedia Programming, , Addison Wesley, 1994.
4.      Jeffery Jefcoat, Multimedia Systems and Application , TMH.
5.      Fred Halsall, Multimedia Communication Application Networks, Protocols and Standards , Addison Wesley, 2001.
6.      John F Koegel Buford, Multimedia Systems, Addison Wesley, 1994.
7.      Walter Worth John A, Multimedia Technology and Applications, Ellis Horowood Ltd, 1991.
8.      Arch C Luther, Designing Interactive Multimedia, Bantam Books, 1992.
9.      David Gries and Paul Gries, Multimedia Introduction to Programming Using Java, 2004.

10. Patrick McNeil, The Web Designer's Idea Book, 2008
11. Scott Kelby, The iPod Book: How to Do Just the Useful and Fun Stuff with Your iPod and iTunes, 2009
12. SusmitBagchi, Ubiquitous Multimedia and Mobile Agents: Models and Implementations, 2011.

### **34710D4 VISUAL PROGRAMMING**

#### **Objective:**

- To understand the basics concept of visual programming
- To gain knowledge on visual programming languages

#### **BLOCK I: BASICS OF VISUAL PROGRAMMING**

**UNIT 1** DBMS: Database - Database Management System - Features -

**UNIT 2** Advantages - Data Base Scheme - Schema and Subschema - Manipulative capabilities -

**UNIT 3** Guidelines - Different User Interfaces.

**UNIT 4** Relational Model : Concepts of Relational Model - Comments on the Relational Model: Semantic issues,

#### **BLOCK II: ORACLE DATABASE ARCHITECTURE**

**UNIT 5** Navigation, Efficiency - DBMS based on the Relational Model: The mapping operation - Data Manipulation facilities -

**UNIT 6** Data Definition facilities - Data Control facilities.

**UNIT 7** Introduction to Oracle: Types of Databases, Relational Database properties, Benefits of Oracle, Client/Server Systems

**UNIT 8** Oracle Database Architecture: Overview of Oracle Architecture, Processes, Physical files, CPU, Network System Tables,

#### **BLOCK III: FUNDAMENTALS OF ORACLE**

**UNIT 9** Oracle Users, Logical Structures.

**UNIT 10** Oracle Fundamentals: Elements of SQL Language: Database Objects, Data Access SQL commands, DML commands –

**UNIT 11** Oracle Queries - Basic Query, Using Expressions, Working with NULL values, Joining Multiple Tables in a Query, Selecting Distinct values, Using Subqueries, Unions and Multiple part Queries.

**BLOCK IV: TABLE CREATION & EMBEDDED SQL**

**UNIT 12** Table Creation: Create Table statement, Privileges required, Describing Table Definitions, Modifying Tables,

**UNIT 13** Renaming a Table, Copying another table, Dropping a Table - Other Database Objects, Reason for Database Objects, Indexes –

**UNIT 14** Embedded SQL: Languages supported by Oracle Precompiler, Embedded SQL statements.

**REFERENCE BOOKS:**

1. David Mcclanahan, Oracle Developers's Guide, Oracle Press, 2005.
2. Naveen Prakash, Introduction to Data Base Management Tata McGraw-Hill Publications, 2006.



### **34710 PROJECT**

Project is considered to be an integral part of business administration by all 'B' Schools in India. In order to maintain the academic quality of business acumen, it has mentioned the following objectives of project.

1. Development of professional skills through learning to use knowledge for the study and analysis of problems and selection of appropriate means to solve them.
2. Development of self awareness and professional ideal.

The students opted the project have to select research areas systematically.

- a. Understanding both the organization and the functions.
- b. Understanding socio, economic and cultural realities and their impact on the organization.
- c. Administrative structure, communication pattern, leadership, power structure, decision making and functions of personnel in business organizations

Records:

- a. Analysis of problem solving situations for new and significant areas of problem solving.
- b. Means, skills for documentation of activities like projects, case studies etc...

The students can select Project Guides from the approved list of DDE, Alagappa University Guidelines.

### **3.DURATION OF THE PROGRAMME**

The course shall consist of Five academic years divided into Ten semesters.

### **4.Faculty and Support Staff Requirements**

This programme requires the following faculty and supporting staffs

<b>Staff Category</b>	<b>Required</b>
Core Faculty *	3
Faculty – Specialization*	2
Faculty for Language	2
Clerical Assistant	1

\*At least Assistant Professor Level (Either permanent or part time)

### **5.Instructional Delivery Mechanism**

Each semester there will be one contact programme of 64 hours duration in theory. The SLM (Self Learning Material) will be supplied to the students in print form as well as in CD form. The face to face contact sessions of the programme for theory courses will be held at the head quarter only. The conduct of end semester examinations, evaluation and issuance of certificates will be done by office of the Controller of examinations, Alagappa University, Karaikudi.

## **PROCEDURE FOR ADMISSION, CURRICULUM TRANSACTION, AND EVALUATION**

### **Admission Eligibility**

A candidate who has passed HSC or 3yr Diploma is eligible for getting admission in 5 Year Integrated MBA programme.

### **Curriculum Transactions:**

The class room teaching would be through conventional lecture, use of OHP, power point presentation and novel innovative teaching ideas like television and computer aided instruction. Student seminars would be arranged to improve their awareness and communicative skill.



Face to face contact session will be conducted as given in below table.

Course Type	Face to Face Contact Session/semester (in Hours)
Theory courses	64
Total	64

## Evaluation

The examinations shall be conducted separately for theory and practical's to assess the knowledge acquired during the study. There shall be two systems of examinations viz., internal and external examinations. In the case of theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment via. Student assignments preparation and seminar, etc. The internal assessment shall comprise of maximum 25 marks for each course. The end semester examination shall be of three hours duration to each course at the end of each semester. In the case of Practical courses, the internal will be done through continuous assessment of skill in demonstrating the experiments and record or report preparation. The external evaluation consists of an end semester practical examinations which comprise of 75 marks for each course.

### *f. 3.2. Distribution of Marks in Continuous Internal Assessments:*

The following procedure shall be followed for awarding internal marks for **theory** courses

Component	Marks
Assignments(2) (12.5+12.5)	25
<b>Total</b>	<b>25</b>

### Question paper pattern (Theory)

- The question paper carries a maximum of 75 marks.
- The question paper consists of three sections namely Part-A, Part-B and Part-C.

- Part-A consists of 10 questions of 2 marks each ( $10 \times 2 = 20$  marks) with no choice. The candidate should answer all questions.
- Part-B consists of 5 either or choice questions. Each question carries 5 marks ( $5 \times 5 = 25$  marks).
- Part-C consists of 5 questions. Each question carries 10 marks. The candidate should Answer any three questions ( $10 \times 3 = 30$  marks).

### Passing Minimum

- For internal Examination, the passing minimum shall be 40% (Forty Percentage) of the maximum marks (25) prescribed for UG and PG Courses.
- For External Examination, the passing minimum shall be 40% (Forty Percentage) of the maximum marks (75) prescribed for UG and PG Courses.
- In the aggregate (External + Internal), the passing minimum shall be 40% for UG and 50% for PG courses.

### Marks and Grades:

The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Range of Marks	Grade Points	Letter Grade	Description
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

$C_i$  = Credits earned for the course  $i$  in any semester  
 $G_i$  = Grade Point obtained for course  $i$  in any semester.  
 $n$  refers to the semester in which such courses were credited

**For a semester;**

$$\text{Grade Point Average [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

Grade Point Average = Sum of the multiplication of grade points by the credits of the courses  
 Sum of the credits of the courses in a semester

**For the entire programme;**

$$\text{Cumulative Grade Point Average [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

CGPA = Sum of the multiplication of grade points by the credits of the entire programme  
 Sum of the credits of the courses for the entire programme

CGPA	Grad	Classification of Final Result
9.5-10.0	O+	First Class- Exemplary*
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction*
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
0.0 and above but below 5.0	U	Re-appear

\*The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme are eligible.

### **Maximum duration for completion of the course**

The maximum duration for the programme shall not exceed five years after the completion of the minimum duration of the programme.

### **Commencement of this regulation**

These regulations shall come into effect from the academic year 2018-19 for students who are admitted to the first year of the course during the academic year 2018-19.

### **Fee structure**

Sl. No.	Fees Detail	Amount in Rs.				
		First Year	Second Year	Third Year	Fourth Year	Fifth Year
1	Admission Processing Fees	300.00	-	-		
2	Course Fees	3300.00	4400.00	5500.00	8800.00	8800.00
5	ICT Fees	150.00	150.00	150.00	150.00	150.00
	<b>TOTAL</b>	<b>3750</b>	<b>4550</b>	<b>5650</b>	<b>8950</b>	<b>8950</b>

### **REQUIREMENT OF THE LIBRARY RESOURCES:**

#### **LIBRARY RESOURCES**

The Central Library is one of the important central facilities of Alagappa University. It has text book, reference books, conference proceedings, back volumes, standards, and non-book material such as CD-ROMs and audios. The central Library procured several e-books in different areas. The library also subscribes to about 250 current periodicals. The Directorate of Distance

Education of Alagappa University has adequate number of copies of books related to Management Programme.

**COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS:**

<b>Sl. No.</b>	<b>Nature of Expenditure</b>	<b>Amount in Rs. (Approx.)</b>
1	Programme Development	15,00,000/-
2	Programme Delivery	20,00,000/-
3	Programme Maintenance	6,00,000/-

**i) QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES**

- The feedback from students on teaching will be collected every semester using standard formats.
- Feedback on the curriculum will also be collected from the experiences of the students which help teachers in fine tuning of deliverables in the classroom.
- It helps in improving the standard of teaching as expected by the students.
- Exit survey feedback on various parameters to improve and quality of the programme and support services like course material, library and infrastructure.
- It helps to Strengthen the contents of the program to meet the requirements of the employment market and keep the curriculum as a treasure of knowledge.
- This programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills, qualities and other attributes.

# ALAGAPPA UNIVERSITY

[Accredited with 'A+' Grade by RAAC (CGPA:3.64) in the Third Cycle]

## KARAIKUDI

Minutes of the Meeting of the Board of Studies in Management (Distance Education) held at the Directorate of Distance Education, Alagappa University, Karaikudi – 630 003, on 06.09.2017 at 11.00 am.

### Members Present

- |                         |   |                 |
|-------------------------|---|-----------------|
| 1. Dr. S. Kaliyamoorthy | - | Chairman        |
| 2. Dr.G. Jayabal        | - | Member          |
| 3. Dr.R. Perumal        | - | Member          |
| 4. Dr.S. Rajmohan       | - | Special Invitee |
| 5. Mr.S. Prabhu         | - | Special Invitee |

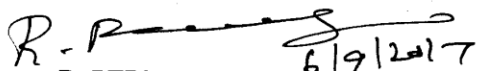
At the outset, the Chairman has extended a warm welcome to all the Members of the Board and briefed the need and purpose of the meeting.

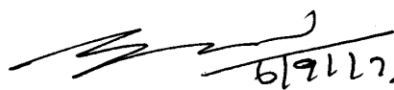
The board has considered and scrutinized the Regulations and Syllabi for the following UG, PG and PG Diploma Programmes in the field of Management to be offered through ODL mode.


S.No.	U.G. Programmes	P.G. Programmes	PG Diploma Programmes
1.	BBA	M.A.(Public Administration)	Hospital Administration
2.	B.A. (Public Administration)	M.A.( Personnel Management & Industrial Relations)	Human Resource Management
3.	BBA(Banking)	M.B.A (General)	Business Management
4.	-	MBA(International Business)	Personnel Management & Industrial Relations
5.	-	MBA(Corporate Secretaryship)	-
6.	-	MBA(Banking & Finance)	-
7.	-	MBA(Project Management )	-
8.	-	MBA( Hospital Management)	-
9.	-	MBA (HumanResourceManagement)	-
10.	-	MBA(Education Management)	-
11.	-	MBA(Retail Management)	-
12.	-	MBA(Technology Management)	-
13.	-	MBA(Logistics Management)	-
14.	-	MBA(Corporate Management)	-
15.	-	MBA(Financial Management)	-
16.	-	MBA( Marketing Management)	-
17.	-	MBA(System Management)	-
18.	-	MBA(Production and OperationManagement)	-
19.	-	MBA (Tourism)	-
20.	-	MBA (Cooperative Management)	-
21.	-	MBA Five Years Integrated	-

The board has unanimously resolved to approve the Regulations and Syllabi of the various above mentioned UG, PG and PG Diploma Programmes proposed to be offered through ODL mode. The approved Regulations and Syllabi of the above mentioned programmes are provided in the Annexure-I

Finally the meeting came to end with a formal vote of thanks.

  
(R. PERUMAL) 6/9/2017

  
(G. JAYABAL) 6/9/2017

  
(S. PRABHU)

  
(R.S. RAJMOHAN)

  
(S. KALIYAMOORTHY) 6/9/17